KOUKAMMA MUNICIPALITY

WEALTH FROM THE EARTH

DRAFT REVIEW OF INTEGRATED DEVELOPMENT PLAN 2013/14 FINANCIAL YEAR

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CHAPTER 1: THE PLANNING PROCESS

1.1 FOREWORD OF THE MAYOR

The Municipal Systems Act (No 32 of 2000) compels all municipal Councils to develop and adopt a Five-year Integrated Development Plan (IDP) which has to be reviewed annually. This entails a reviewed Integrated Development Plan for the financial 2013/14. IDP expresses the Vision and overarching Mission of the Municipality, and it determines the key service delivery issues of a developmental local government in order to deliver on the mandate of the municipality's constituency.

The IDP is also intended to guide all development and for all other spheres of government, promoting principles of Inter-Governmental Relations (IGR). It spells out where the Municipality is heading and what the inhabitants can expect to happen.

The lessons drawn from the public participation processes have assisted the municipality to sharpen its approach to planning processes. Public inputs have challenged us to strengthen the link between the IDP and the Budget in order to achieve the objectives of our municipality. The draft IDP of Koukamma Municipality 2013/14 reflects the strategic objectives and priorities. We are committed in making Koukamma a compelling place to live in where basic and quality services are provided to our communities in a sustainable manner, and for this to be realised, we call upon all the stakeholders to join hands with us.

1.2 BACKGROUND

(a) What is Integrated Development Planning (IDP)?

Integrated Development Planning is a participatory process aimed at developing a five-year strategic plan that guides all planning, budgeting, management and decision-making in the Municipality; it involves the entire municipality and its citizens finding the best solutions to achieve sustainable long term development; it views development problems and solutions in an integrated, multi-dimensional way.

(b) Unpacking the meaning of IDP?

- Integrated: Is a process of linking and merging components in order to ensure adherence and a holistic response. An integrated process links strategic targets with tactical and operative planning at all levels of the municipality.

- Development: Is the ability to influence and address problems affecting individuals, a community or society at large. Development can also refer to improving the quality of life.

- Planning: is defined as an organised, conscious and continual attempt to select the best available alternatives to achieve a specific goal. It is a process of weighing up or evaluating the alternative ways of achieving the objectives or meeting the goals.

1.3 EXECUTIVE SUMMARY

1.4 ORGANISATIONAL VISION, MISSION AND VALUES

1.4.1 VISION

Strive to be a dynamic and responsibly governed area, which has an integrated, competitive and sustainable economy to better the urban and rural livelihoods of its communities.

1.4.2 MISSION

To be a Municipality in which delivery and access to quality services creates an environment in which all citizens can prosper through socio-economic upliftment and accountable governance. It further depicts the purpose of existence of the Koukamma Municipality and how it seeks to create its relationship with the customers, local community and other related stakeholders in delivering its mandate of a developmental Local Government.

1.4.3 VALUES

(i) Integrity and Honesty
(ii) Affordable, Access and Quality Service
(iii) Inclusive and Responsive
(iv) Transparency and Accountability

1.5 LEGISLATIVE CONTEXT

1.5.1 LEGISLATIVE PRESCRIPTS

Our approach of the draft IDP is guided by the following policies and legislative framework: -

- Constitution of the Republic of South Africa, (No. 108 of 1996);
- Development Facilitation Act, (No. 65 of 1995);
- White Paper on Local Government, 1998;
- Municipal Structures Act, (No. 117 of 1998);
- Municipal Systems Act, (No. 32 of 2000);
- Municipal Finance Management Act, (No. 56 of 2003);
- Intergovernmental Relations Framework, (Act 13 of 2005);
- National Spatial Development Framework, (NSDP);
- Eastern Cape Provincial Growth and Development Strategy (PGDS);
- Eastern Cape Provincial Government Strategic Framework
- State of the Nation Address

- State of the Province Address
- Millennium Development Goals

Over and above the legislative context, there are National, Provincial and District wide guiding policies and frameworks that exist, which the Koukamma Local Municipality needs to bear cognisance of. The guiding policies and frameworks of each sphere of government are invariably interlinked in their objective to attain sustainable development, the primary components of which are highlighted below.

1.5.2 NATIONAL POLICY DIRECTIVES – MEDIUM TERM STRATEGIC FRAMEWORK (MTSF):

In July 2009 the Minister of Planning formulated and distributed a Medium Term Strategic Framework (MTSF) to guide Government Programs in the Electoral Mandate Period between 2009 and 2014. The MTSF is intent on guiding planning and resource allocation across all the spheres of government through the identification of ten (10) National Strategic Medium Term Priorities. National, Provincial and Local spheres of government are expected to adapt their planning in line with the strategic priorities.

1.5.2.1 The ten (10) strategic priorities are conceptualized and summarized as follows:

(a) Speeding up growth and transforming the economy to create decent work and sustainable livelihoods;- The primary objective of this priority is to respond appropriately, promptly and effectively to economic opportunities to ensure that growth in decent employment and income security are reinforced and investment sustained to expand economic capacity and improve competitiveness.

(b)Massive program to build economic and social infrastructure:- Continued infrastructure investment program aimed at expanding and improving social and economic infrastructure, transportation, energy, water, sanitation and information and communication infrastructure to increase access to quality and reliable public services and to support economic activities while also considering environmental sustainability and pursuing maximum employment impact. This strategy identifies key areas, of which the following hold relevance to the Koukamma Local Municipality:

(i)Creatively accessing resources from various sources to continue with the economic and social infrastructure program in a manner that supports growth and employment creation; and the involvement of the private sector in financing projects;
(ii)Continue with the program to build, revamp and maintain electricity infrastructure, including generation, distribution and reticulation to ensure sufficiency and sustainability of supply and development of alternative energy sources;
(iii)Continuing the program to build and maintain water infrastructure to improve reticulation, prevent wastage and ensure reliable and safe supply for human consumption, industrial activity and agriculture;
(iv)Implementing formal programs for the development and provision of suitably located low-cost and affordable housing;
(v)In line with the concept of human settlements, and proceeding from the premise that housing provision should promote the building of integrated and sustainable communities, taking active steps to ensure that human settlement formation does not perpetuate apartheid spatial planning and the

marginalization of the poor from economic opportunities and social and cultural amenities – critical in this regard will be the finalization of the Land Use management Bill for immediate implementation;
(vi)Finalizing and implementing the program to ensure universal access to electricity, water and sanitation by 2014 by not only expanding infrastructure but modifying and repairing ageing or inappropriate infrastructure in order to reduce wastage, contamination of natural systems and service disruptions;
(vii)Developing physical infrastructure in rural areas: To address the specific development needs of different rural localities, government will invest in agricultural infrastructure and production services in association with land redistribution and restitution and social infrastructure such as schools, health, water, energy as well as sports and other recreational infrastructure;
(viii)Even while new investments are being undertaken, government will ensure proper and appropriate investment in and an ongoing program for the maintenance of existing infrastructure;
(ix)Improving provincial and local government capacity to plan for and maintain infrastructure to ensure continued efficient delivery of economic and social services;
(x)Continuing programs to provide and maintain health, education, library, sporting, recreation and other social infrastructure.

(c) Comprehensive rural development strategy linked to land and agrarian reform and food security:

The overall objective of this strategy is to develop and implement a comprehensive strategy of rural development that transcends the false dichotomy between rural and urban and that will meet the needs to improving the quality of life of rural households, and exploiting the varied economic potential that each area enjoys. Key to this strategy is the determination of rural areas. The elements of this strategy include:

(i) Aggressive implementation of land reform policies;
(ii) Stimulate agricultural production with a view to contributing to food security;
(iii) The enhancement of rural livelihoods and rural food security;
(iv)Improve service delivery to ensure quality of life – increased investment in the delivery of services to rural areas, including education, health, housing, water, sanitation and energy – using, where appropriate, alternative technologies to overcome physical and other impediments;
(v)Implement a development program for rural transport – the formulation of a Rural Transport Program that will aim at promoting rural transport infrastructure and services through coordinated rural nodes and linkages;
(vi)Skills development – financial resources will be committed to develop and run training programs to support rural economies. A database of all farmers and households provided with agricultural support of different kinds will be kept and will receive training and mentoring opportunities;
(vii)Revitalization of rural towns – Spatially targeted grants will be provided for the revitalization and development of rural towns to serve as service centers for rural economies. This will involve the development of hard and soft infrastructure, including institutional networks for marketing, storage, advisory services, finance and improved agro-logistics;
(viii)Explore and support non-farm economic activities – initiatives need to be devised to support other forms of rural potential, including tourism, light manufacturing and cultural work;

(ix)Institutional capacity development – achieving better development outcomes in rural areas will require improved alignment of the efforts of rural local government, nation and provincial departments and other public agencies.

(d)Strengthen the skills and human resource base:

This strategy recognizes the importance of skills and education to enable every member of society to realize his / her potential and participate in social and economic life – and thus contribute to the reduction of inequality – the objective is to focus skills and education systems towards the delivery of quality outcomes.

(e) Improve the health profile of all South Africans:

A central goal of the MTSF is to improve access to health services and achieve better clinical and patient outcomes from the public health system. There is a clear drive towards reducing inequalities in the health system, improving the quality of care and public facilities boost human resources and extend the fight against HIV and AIDS, TB and other communicable diseases. Life-style awareness and real causes of ill-health and mortality are essential to this target.

(f) Intensify the fight against crime and corruption:

Government is determined to curb the levels of crime and corruption in the country. Critical in this regard is the involvement of individuals and communities in the fight against crime.

(g) Build cohesive, caring and sustainable communities:

Social cohesion is broadly defined as that which gives members of a society the capacity to cooperate in ways that create the possibility for positive change. It is an element required to achieve development success. Inequalities of conditions such as wealth, income, education, health and opportunity are limiting the potential for success of the broader South African community. Within the MTSF period, government aims to meet their target of:-

- Halving poverty and unemployment by 2014
- Strengthen human capabilities
- Promote shared values and social solidarity
- Strive to reduce overall inequality

(h)Pursuing African advancement and enhanced international cooperation:

The main goal of our government for the medium term is to ensure that South Africa's foreign relations contribute to the creation of an environment conducive for economic growth and development, especially in Africa and other developing countries.

(i) Sustainable Resource Management and Use:

South Africa, like the rest of the world, is vulnerable to the impacts of climate change, biodiversity loss and diminishing water resources. To fulfill its obligations to both current and future generations, South Africa ratified the United Nations Framework on Climate Change in August 1997 and acceded to the Kyoto Protocol in March 2002. The main objective of government is to encourage sustainable resource management and use by focusing on various interventions including:

- The pursuance of renewable energy alternatives and promotion of energy efficiency;
- Adopting waste reduction practices by encouraging the re-use of waste outputs as productive inputs;
- Enforcing zero tolerance to illegal and unsustainable exploitation of resources;
- Improving air and atmospheric quality for health and wellbeing of citizens;
- Supporting local and sustainable food production;
- Sustainable water use and preserving quality of drinking water;
- Enhancing biodiversity and the preservation of natural habitats.

(j) Building a developmental state including improvement of public services and strengthening democratic institutions:

The MTSF promotes the further strengthening of the capacity of all spheres of government to:-

- Improve the delivery and quality of public services;
- Promote a culture of transparent, honest and compassionate public service;
- Build partnerships with society for equitable development;
- Strengthen democratic institutions.

1.5.2.2 Government's Targets for 2014

The targets of government for 2014 are summed below:-

- Reduce unemployment by half;
- Reduce poverty by half;
- Provide the skills required by the economy;
- Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;
- Provide compassionate government service to the people;
- Improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents;
- Significantly reduce the number of serious and priority crimes and cases awaiting trail;
- Position South Africa strategically as an effective force in global relations.

1.5.2.3 The Eight Millennium Development Goals for 2015

The eight millennium development goals for 2015 are illustrated herein:-

- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development

1.5.2.4 Outcome Nine (09)

In February 2010, the Ministry of Monitoring and Evaluation formulated and presented 12 Outcomes that reflect government's delivery and implementation plans for its foremost priorities up to 2014. Of the 12 Outcomes, Outcome 9 holds reference to District and Local Municipalities as a mechanism to formalize 'A Responsive, accountable, effective and efficient local government system'. In order to achieve this goal, outcome nine (09) identifies seven (07) critical outputs, namely:-

Output 1: Implement a differentiated approach to municipal financing, planning and support;

Output 2: Improving Access to Basic Services;

Output 3: Implementation of the Community Work Program;

Output 4: Actions supportive of the human settlement outcomes;

Output 5: Deepen democracy through a refined Ward Committee model;

Output 6: Administrative and financial capability;

Output 7: Single Window Coordination

1.5.2.5 National Policy Directive – The National Spatial Development Perspective (NSDP)

The NSDP, as developed by the Office of the Presidency, is an indicative tool for development planning in government. Furthermore, the spatial guidelines as contained within the NSDP are increasingly being recognised as tools to:-

- Coordinate government action and alignment.
- Maximise overall social and economic impact of government development spending.
- Provide a rigorous base for interpreting strategic direction.

Assumptions contained within the NSDP which ultimately inform the NSDP principles include:

- Location is critical for the poor to exploit opportunities for growth.
- Poor communities concentrated around economic centres have a greater opportunity to gain from economic growth.

- Areas with demonstrated economic potential provide for greater protection due to greater diversity of income sources.
- Areas with demonstrated economic potential are most favourable for overcoming poverty.
- The poor are making rational choices about relocating to areas of opportunity.
- Government needs to ensure that the poor are able to benefit fully from growth and employment in these areas.

Although government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities, infrastructure investment and development spending must be applied in the most cost effective and sustainable manner. In terms of cost effectiveness and sustainability, along with the assumptions as listed above, the NSDP advocates that the varying spheres of government apply the following principles when making decisions on infrastructure investment and development spending:-

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and / or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and / or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, these could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.
- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

1.5.2.6 Provincial Policy Framework – Provincial Growth and Development Plan (PGDP)

The PGDP is designed to deal with the spread and incidence of poverty and unemployment in the Eastern Cape, as well as the spatial inequality between different regions. The Plan prioritises interventions in three sectors, i.e. manufacturing, agriculture and tourism. Its programmes build on government's existing interventions, particularly those that create jobs and fight poverty. Simultaneously, it intends to redirect government plans and spending towards addressing fundamental problems in the economy. The PGDP has three core objectives that address the Eastern Cape's most pressing issues, and three foundation objectives that create the conditions and support for development and growth. The three core objectives are:

- Systemic poverty eradication through a holistic, integrated and multi-dimensional approach tp pro-poor programmes;
- Agrarian transformation and strengthening household food security;
- Consolidation, development and diversification of the manufacturing base and tourism potential.

The foundation objectives are:

- Human resource development.
- Infrastructure development.
- Public sector and institutional transformation.

The PGDP provides the strategic framework, sector strategies and programmes aimed at a rapid improvement in the quality of life for the poorest people within the Eastern Cape Province. The objectives for growth and development set in the PGDP therefore guide development objectives of any economic development strategy within the province. The PGDP is under review. It is currently being translated from a strategic framework into an implementation plan. The Office of the Premier will issue an Inception Report which will guide the Review of the PGDP based on the outcome of the assessment conducted.

The Eastern Cape Provincial Government Strategic Framework outlines the eight priorities of provincial Government in an attempt to align to the Medium Term Strategic Framework as follows:

- Decent employment through inclusive economic growth with environmental assets and natural resources that is well protected and continually enhanced
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Quality basic education, skilled and capable workforce to support an inclusive growth path
- A long and healthy life for all people of the Province
- All people in the Province are and feel safe
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship with responsive, accountable, effective an deficient Local Government system
- Sustainable, cohesive, caring communities and human settlement for improved quality of households

1.5.2.7 The State of the Nation Address (SONA) and the State of the Province Address (SOPA) were considered in the formulation of this IDP.

Reflections from the State of the Nation Address – February 2012	**Reflections from the State of the Province Address – February 2012**
• A major new South Eastern node to improve industrial and agricultural development and export capacity and logistics linkages • Industrialise the country, generate skills and boost job creation. Focus on prioritisation of catalytic infrastructure development and investment for economic growth and job creation • Fighting the triple challenges of unemployment, poverty and inequality • R1bn Housing Guarantee fund enabling bans to lend to indigent poor for housing finance will become operational in April 2012 • Electricity and energy – Eskom to investigate price reduction in support of economic growth and job creation and provide proposals for consideration • Continued search for renewable energy sources, especially solar electricity and bio fuels, including installing 1 million solar geysers by 2014	• On the creation of decent work and growing the economy, focus is on expansion and diversification of manufacturing in the province; support companies in distress • Implementation of a provincial jobs programme whose key elements are the Jobs Stimulus fund and the Provincial Jobs Strategy • Job creation initiatives of government pursued in the context of building social and economic infrastructure • Water infrastructure development projects include seawater desalination in Port Alfred • In the area of rural development, land , agrarian reform and food security, guided by the Rural Development Strategy, a Rural Development Agency would be established • Investment in agricultural infrastructure is expected to create 1264 jobs benefitting 8592 subsistence smallholder and commercial farmers • Strengthening education and building a skills and human resources base is a critical priority • Provincial departments have been directed to designate the month of September as an IDP focus month and to ensure that all senior managers attend district and metro level IDP processes • To alter the current tar-to-gravel ratio of provincial roads, partnerships with National Department of Transport and SANRAL have been established. This will ease the pressure on the Provincial fiscus with regard to maintenance of Provincial strategic roads

1.5.2.8 Implementation plan for the five-year Local Government Strategic Agenda (2006- 2011)

(a) Strategic Priority 1: Mainstream hands-on support to local government to improve municipal governance, performance and accountability.

KPA 1 - Municipal transformation and organisation development
KPA 2 - Basic service delivery
KPA 3 - Local economic development
KPA 4 - Municipal financial viability and management
KPA 5 - Good governance and public participation

(b) Strategic Priority 2: Addressing the structure and governance arrangements of the state in order to better strengthen, support and monitor local government.

(c) Strategic Priority 3: Refine and strengthen the policy, regulatory and fiscal environment for local government and giving greater attention to the enforcement measures.

Accelerated Shared Growth Initiative in South Africa(ASGISA)

- Education and skills development
- Eliminating the second economy
- Human resource training
- Expanded Public Works Programme
- Youth skills training
- Governance and institutional interventions
- Skills problems identified in Project Consolidate
- Deployment of graduates
- Expenditure management

ASGISA mandated DPLG to consider the following in respect of municipalities:

- To improve the capacity of local government to support local economic development
- Intervention in the EPWP
- New elements of EPWP: Early Childhood Development component, home-based care

Joint Initiative on Priority Skills Acquisition (JIPSA)

- Acquisition of intermediate artisan and technical skills for the ASGISA infrastructure development programme.
- Development of ICT (information and communication technology) skills, which is a priority area for ASGISA.
- The recruitment, retraining and employment of unemployed graduates.
- Engineering and planning skills
- Artisan and technical skills, especially in infrastructure development, housing and energy.
- Management capacity in education and health
- Mathematics, science, ICT and language competence in public schooling.

1.5.2.9 Sources (Internal) used to guide IDP 2013/14

Koukamma Local Municipality	Institution	Date
A 2013/14 Koukamma Local Municipality IDP Process Plan	Koukamma Local Municipality	2013
A 2012/13 Budget Schedule	Koukamma Local Municipality	2013
KKM's Annual Report	Koukamma Local Municipality	2013
IDP 2012 - 2017	Koukamma Local Municipality	2013

1.5.3 KOUKAMMA LOCAL MUNICIPALITY APPROACH

The National Department of Provincial and Local Government published guidelines in 2001 (IDP Guide Packs), describing the IDP process as an issue-driven approach to planning. Emphasis is placed on the analysis phase focusing on understanding priority issues, leading to the development of strategic guidelines. These priority issues are determined through participatory research and a participatory planning methodology. Ideally, these priority issues become the focal point for determining appropriate development strategies that meet priority issues, the needs of communities and / or stakeholders. On the other hand, it is acknowledged that priority issues do not only emerge by analysing the status quo information, but also through public participation. The ultimate determinant of priority issues that will ultimately form the basis for development strategies and project/programmes is political input.

1.5.4 IDP / BUDGET WORK SCHEDULE

Koukamma Municipality has formulated and adopted an IDP Process Plan and Budget Schedule to serve as a guide in preparation of the reviewal of the 2013/14 IDP. The linkage of the IDP and budget has become a legislative requirement. In brief the IDP/Budget Schedule outlines the time frames of scheduled events/activities, co-ordinating structures involved in the process.

1.5.5 SCHEDULE OF MEETINGS

ACTIVITY	2012	2013
Consultation with stakeholders		
IDP Steering Committee		
IDP Representative Forum		
IDP Budget Steering Committee		
IDP Workshops		
IDP – Steering Committee		
IDP Representative Forum		
Council Approval of Draft IDP		

1.5.6 IDP PROCESS PLAN

This IDP Process Plan was tabled before the Council Meeting and was further discussed and adopted without any additions or amendments. Its contents was based on the legislative prescripts, composition of structures and their individual roles and responsibilities including public participation model and other related factors, as shown below:-

The Constitution of the Republic of South Africa, 1996 bestows instructive obligations to Local Government as defined in Section 154 which deals with its objects, namely:-

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

Section 152(2) of the Constitution of the Republic of South Africa, 1996 indicates that a Municipality must strive, within its financial and administrative capacity, to achieve the objects of the Local Government. Section 153 of the Constitution of the Republic of South Africa, 1996 further instructs that a Municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community including participating in national and provincial development programmes.

In terms of Section 23 of the Municipal Systems Act, 2000 as amended, the Municipal Planning must be developmentally oriented to attain the following objectives:-

- Strives to attain the objects of Local Government;
- Gives effect to the developmental duties of Local Government; and
- Together with other Organs of State contribute to the progressive realisation of the fundamental rights.

Similarly, Section 24 of the Municipal Systems Act, 2000 as amended, instructs Municipal Planning to take place within a framework of Cooperative Government which is hereunder defined:-

- A planning undertaken by a Municipality must be aligned with, and complement, the development plans and strategies of other affected Municipalities and other organs of state so as to give effect to the principles of cooperative governance;
- Municipalities must participate in national and provincial development programmes as required by law.

Section 25 of the Municipal Systems Act, 2000 as amended, instructs a Municipal Council, within a prescribed period after the start of its elected term, to adopt a single, inclusive and strategic plan for the development of a Municipality which must:-

- Link, integrate and coordinate plans and take into account proposals for the development of a Municipality;
- Align the resources and capacity of a Municipality with the implementation of the plan;
- Form the policy framework and general basis on which annual budget must be based.

Section 26 of the Municipal Systems Act, 2000 as amended, deals with the core components of an IDP:-

- Municipal Council's long-term vision with special emphasis on most critical development and internal transformation needs;
- Assessment of existing level of development in the municipality which include identification of communities without access to basic services;
- Council development priorities and objectives including its local economic development and its internal transformation needs;
- Council's development strategies which must be aligned with any national or provincial sector plans and planning requirements which are binding to a Municipality;
- Spatial Development Framework which must include provision of basic guidelines for land use management;
- Council's operational strategies and applicable disaster management plan;
- A financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets as determined in terms of Section 41.

In terms of Adoption Process, Section 28 of the Municipal Systems Act, 2000 as amended, directs a Municipal Council to adopt a process set out in writing to guide the planning, drafting, adoption and review of its IDP, and further mandates a Municipality to give notice to the local community of particulars of the process it intends to follow. With respect to annual review and amendment of an IDP, Section 34 of the Municipal Systems Act, 2000 as amended, obliges a Municipal Council to:-

- Review its Integrated Development Plan
- Annually in accordance with its performance measurements as per Section 41;
- To the extent that changing circumstances so demand; and
- May amend its IDP in accordance with a prescribed process.

Section 21 of the Municipal Finance Management Act (MFMA), 2003, dictates that the Mayor of a Municipality must at least ten (10) months before the start of the budget year, table in the Municipal Council, a time schedule outlining the key deadlines for:-

- The preparation, tabling and approval of the annual budget;
- The annual review of the integrated development plan in terms of Section 34 of the Municipal Systems Act;
- The annual review of the budget related policies.

Equally, the Municipal Finance Management Act, 2003 requires that a Municipal Council align the budget processes with the integrated development plan, and further dictates that the review process be consistent with the medium-term revenue expenditure framework (MTREF) over a period of three financial years in tandem with the strategic objectives and priorities of a Municipality. In addition, the Municipal Finance Management Act, 2003 dictates that the expenditure commitment and the revenue streams must be taken into account when the review of the integrated development plan and budget processes of a Municipality is undertaken. In essence, the review of the Integrated Development Plan and Budget Process Review must be underpinned by the following aspects:-

- Spatial Development Framework
- National and Provincial Context
- District and Local Analysis
- Local Government Strategic Agenda
- Local Government Turn-Around Strategy and Medium-Term Strategic Framework
- Medium-Term Revenue Expenditure Framework

It is against this background and context that as Koukamma Municipality, we are required by the Constitution of the Republic of South Africa and other related pieces of law within the ambit of Local Government, to undertake the review of the Integrated Development Plan which is aligned to the Budget Processes.

1.5.7 FORMATION OF THE ORGANISATIONAL STRUCTURES

1.5.7.1 IDP Steering Committee

The IDP Steering Committee was functional and met several times to consider the IDP Review and Development of Koukamma Municipality for the next five years (2012-2017) in consultation with other role players. The IDP Steering Committee was comprised of the following members;-

- Municipal Manager
- Directors
- IDP Coordinator
- Public Participation Coordinator
- Special Programmes Coordinator
- IT Manager
- Administration Manager
- Unit Heads
- Senior Accountant
- PMU Manager
- Water Service Manager
- Public Facilities and Environmental Service Manager
- Superintendent Traffic Services
- Fire Services Head
- Environmental Health Senior Practitioner

- Disaster Management Coordinator
- Koukamma Local Municipality
- Sector Departments

1.5.7..2 IDP Representative Forum

The IDP Representative Forum was functional and held a series of meetings to consolidate the work of the IDP Steering Committee and further refined the submissions made by different stakeholders. The IDP Representative Forum was constituted of the following role players;-

- IDP Steering Committee
- Mayor/Speaker
- PR Councillors
- Ward Councillors
- Municipal Manager
- Directors
- Ward Committees
- Community Development Workers
- Community Based Organisations
- Rate Payers Association
- Religious Based Organisations
- Sector Departments and Business Community
- Designated Groups (Local Youth Forum, Women Forum, People Living with Disabilities Forum)

1.5.7.3 Budget Steering Committee

The Budget Steering Committee was functional and convened a number of sessions to consider the budget trajectory and its alignment of the IDP Strategic Objectives and Priorities based on the MTEF. The Budget Steering Committee formed by the following members;-

- Mayor
- ANC Chief Whip
- Portfolio Head-Finance and Corporate Services
- Whip of DA
- Municipal Manager
- CFO and Directors
- IDP/PMS Coordinator

1.5.7.4 Secretary's Support Services

The Secretariat Support Services was functional and performed its responsibilities under the leadership of the Mayor and Management. The Secretariat Support Services was provided by the following members;-

- Lorisha Wogane
- Masixole Stokwe
- Mongameli Noma

- Chantel Synders
- Shandre Kettledas
- Patricia Dabaza

1.5.7.5 Classification of Structures and their Roles and Responsibilities

The classification of structures and their roles and responsibilities was developed and submitted as part of the IDP Process Plan which the Council adopted. The primary purpose of classifying the structures including defining their roles and responsibilities was to streamline the work and further ensure that the assigned functions were not blurred and also the lines of accountability were clear defined.

The tables below provides a summary of the structures or role players including their roles and responsibilities, however the process will be comprehensive, detailed and consultative to give meaning and value to the public participation processes and the legislative imperatives that inform and guide the review of the integrated development plan and budget planning.

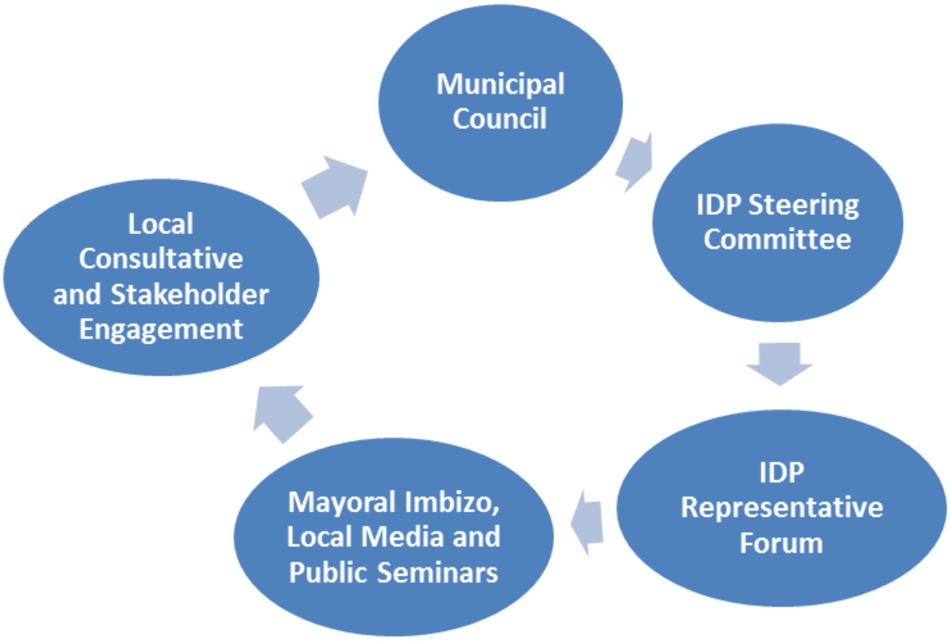
Structures/Role Players	Roles and Responsibilities
1. Municipal Council	Approves and adopts the integrated development plan and budget review process plan, and is a supreme body and final arbiter in decision-making processes
2. Mayor	Politically drives and directs the budget and the integrated development plan review process and further ensures that organisational priorities inform the preparation of a budget. Chairs the IDP Steering Committee, the IDP Representative Forum and the Budget Steering Committee. Ensures adherence to the agreed timelines and delivery of the required outcomes.
3. Municipal Manager	As an Accounting Officer, the Municipal Manager coordinates and drives the process of implementation of the review of the integrated development plan and budget processes. Chairs and oversee the work of the officials in implementing the decisions of the Municipal Council, Mayor, IDP Steering Committee, IDP Representative Forum and Budget Steering Committee. Liaise with Sector Departments and further ensures alignment, integration and coordination of the IDP and Budget with Sector Plans.

4. IDP Steering Committee	To oversee and coordinate the planning processes, and further provide leadership on consultative processes within the institution as well as between the internal and external bodies or sector departments. To assist with the identification of information gap and its impact to the said processes. To ensure that IDP is aligned to the Financial Plan including meeting the legislative prescripts and set outcomes.
5. IDP Representative Forum	To enhance consultative and public engagement processes between the Koukamma Municipality and the external stakeholders. To promote local democracy and participation in the affairs of the Local Municipality and further improve the planning and budget processes with the local stakeholders and communities to ensure quality and speedy service delivery.
6. Budget Steering Committee	To manage and implement the budget process review and plans in conformity with the provisions of the MFMA and other related or applicable pieces of the law or regulations.
7. Management	To ensure overall planning, integration, alignment, coordination, implementation of the decisions of the Municipal Council, Mayor, IDP Steering Committee, IDP Representative Forum and Budget Steering Committee. To further provide technical and professional support services including streamlining of the planning processes.
8. Secretariat Support Services	To provide secretariat support services by ensuring recording of the proceedings and minute taking, production and distribution of agenda, invitations, arrangement of meeting venues and other related activities.

1.5.7.6 Public Participation Methodology

In line with the promotion and enhancement of local democracy, Koukamma Municipality shall employ a methodology that embodies the founding values of the Constitution of the Republic of South Africa, 1996 which encapsulate the human rights culture and public participation processes. Of relevance and significance, Koukamma Municipality shall use the different fora that are created as platforms of engagement, such as the Mayoral Imbizo, IDP Steering Committee, IDP Representative Forum, Ward Committee or Community Meetings, Community Based Planning Sessions, Sector Department Engagements or Inter-Governmental Relations Forum, Public Seminars, Media Institutions and Platforms, to name but just a few.

Cycle of Stakeholders Engagement



1.5.7.7 Budget Planning and Linkages

Given the legislative obligations bestowed upon Municipalities, Koukamma Municipality is not an exception to the rule and as such it has committed itself to perform the review of its integrated development plan in a manner that ensures budget linkages as dictated by the Municipal Finance Management Act including Medium-Term Revenue Expenditure Framework as useful tools or instruments to guide the baseline financial projections, in terms of capital and operational expenditure over a three year budget cycle, In ensuring the attainment of the outcomes of this process, a series of interventions are needed to promote prudent financial management practices and sound fiscal discipline, which will further inform the hard choices to be made in terms of the development priorities of Koukamma Municipality. This is premised within the context that Koukamma Municipality has a weak revenue base, and therefore its history of expenditure patterns warrant a careful examination to ensure strategic choices, better financial planning and management, appropriate application of service delivery options including the quality and speed of provision of basic services.

It is against this background and context that Koukamma Municipality has consciously positioned itself to undertake a myriad of activities guided by the policy choices and fiscal obligations, when it reviews its budget plan and also making the difficult but not insurmountable choices or decisions to ensure compliance with Section 152(2) of the Constitution of the Republic of South Africa, 1996. In essence, this demands effective political oversight by the Municipal Council and its standing committees as well as better monitoring by the Mayor in relation to the submission of Section 71 reports to the Council and Provincial Treasury.

1.5.7.8 Programme Plan

Our programme plan had a range of activities covering the following aspects:-

- Drafting the process plan of Koukamma Municipality for review.
- Tabling of the draft process plan before the IDP Steering Committee.
- Advertise on local papers and also on public notice boards, the review of IDP and Budget Process Plan for the information sharing and participation of local communities.
- Align and integrate the process plan for the IDP and Budget of Koukamma Municipality to that of the Koukamma Local Municipality.
- Presentation of the IDP-Budget Process Plan of Koukamma Municipality and the Framework Plan of Koukamma Local Municipality.
- Convene IDP Steering Committee to prepare for the meeting of the IDP Representative Forum.
- Convene an IDP Representative Forum to solicit the views and commitment of the role players in partnership with Koukamma Municipality.
- Convene the IDP Steering Committee to reflect and refine the work done by the IDP Representative Forum.
- Convene Ward Committee and Local Community Meetings
- Organise Ward Based Planning Workshops to prepare specific interventions that respond to short and medium demands of a ward.
- Convene Budget Steering Committee to guide budget planning and alignment of Koukamma Municipality and the Sector Departments.
- Convene IDP Steering Committee to review vision, mission, values, strategies, priorities and current projects.
- Convene IDP Representative Forum to consider the presentation of the review outcomes on the vision, mission, values, strategies, priorities, and current projects.
- Convene IDP Steering Committee to consider and refine the development strategies of Koukamma Municipality.
- Drafting of final amendments to draft budgets to ensure alignment with Cacadu District Wide IDP-Budget Plans.
- Convene Public Meeting as part of Local Community Consultative Processes on IDP-Budget Planning.
- Convene IDP Steering Committee to consider the obtained public comments, and further infuse or incorporate them into the final draft IDP-Budget Plan of Koukamma Municipality.
- Convene a Municipal Council to table a draft IDP-Budget Plan for the financial year 2012/2013
- Submission of the approved IDP-Budget Plan of Koukamma Municipality to the Koukamma Local Municipality including National and Provincial Treasury.
- Produce and distribute the approved IDP-Budget Plan for the financial year 2012/2013 of Koukamma Municipality to all local public places and website.

1.5.7.9 Planning Approach

IDP is compiled in terms of the requirements of chapter 5 of the Municipal Systems Act (Act 32 of 2000). Section 25 of the Municipal Systems Act (Act 32 of 2000) stipulates that:

"Each municipal council must, within a prescribed period after the start of its elected term, adopt a single inclusive and strategic plan for the development of the municipality which -

(a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
(b) aligns the resources and capacity of the municipality with the implementation of the plan;
(c) forms the policy framework and general basis on which annual budgets must be based;
(d) complies with the provisions of the Chapter; and
(e) is compatible with National and Provincial development plans and planning requirements binding on the municipality in terms of legislation."

As far as the status of an integrated development plan is concerned Section 35 states that an integrated development plan adopted by the council of a municipality –

(a) is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality;
(b) binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails; and
(c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law".

Section 36 furthermore stipulates that –

"A municipality must give effect to its integrated development plan and conduct its affairs in a manner, which is consistent with its integrated development plan".

1.5.7.10 Budget Process Plan

The draft budget which contains financial projections for the two outer years as per the Medium Term Expenditure Framework (MTEF) encapsulates long term economic and infrastructure investment which shows broad outline and sustainable allocation of resources, which is aligned to the draft IDP objectives and priorities.

The budget process plan was engaged through the budget steering committee wherein the different streams of revenue were considered including the operational budget within the context of the IDP Strategic Objectives and Priorities. It further considered the proposals of the two outer financial years based on the medium term revenue expenditure framework.

CHAPTER 2: OVERVIEW OF KOUKAMMA MUNICIPALITY

2.1 GEOGRAPHICAL PROFILE

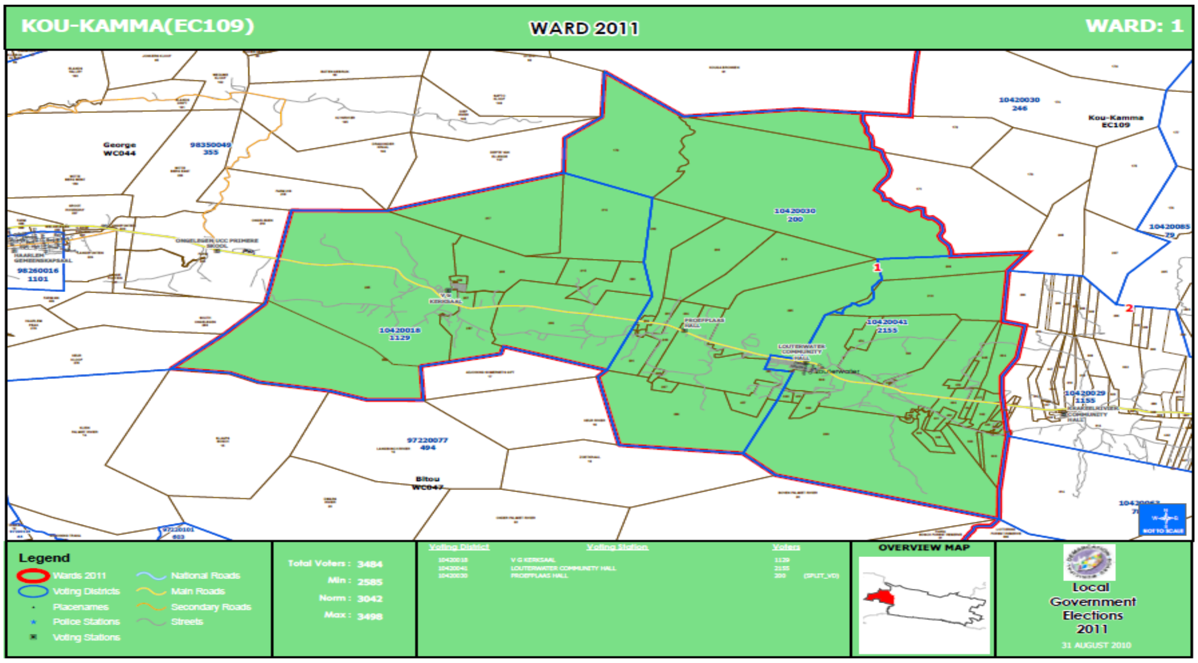
Koukamma Municipality is characterised by two distinct regions which can be classified as coastal belt and inland. The coastal belt boasts of tourism as its primary economic hub whilst the inland represents the agricultural sector as its primary hub. It is located in the south of Baviaans Mega Reserve (Kloof), east of Bitou Municipality, west of Kouga and north of India Ocean which all resemble the core elements of tourism and agriculture hubs of Koukamma Municipality.

2.1.1 MAP OF KOUKAMMA MUNICIPALITY

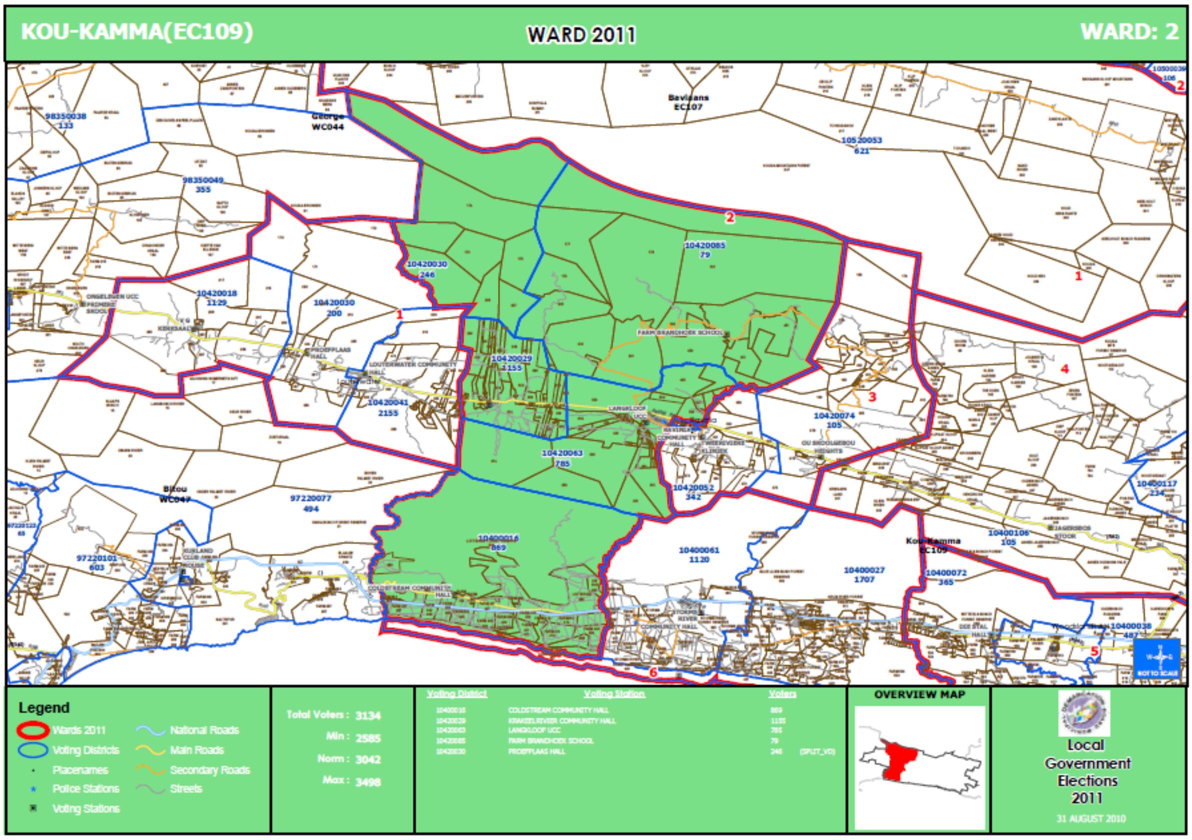


2.1.2 WARD MAPS OF KOUKAMMA

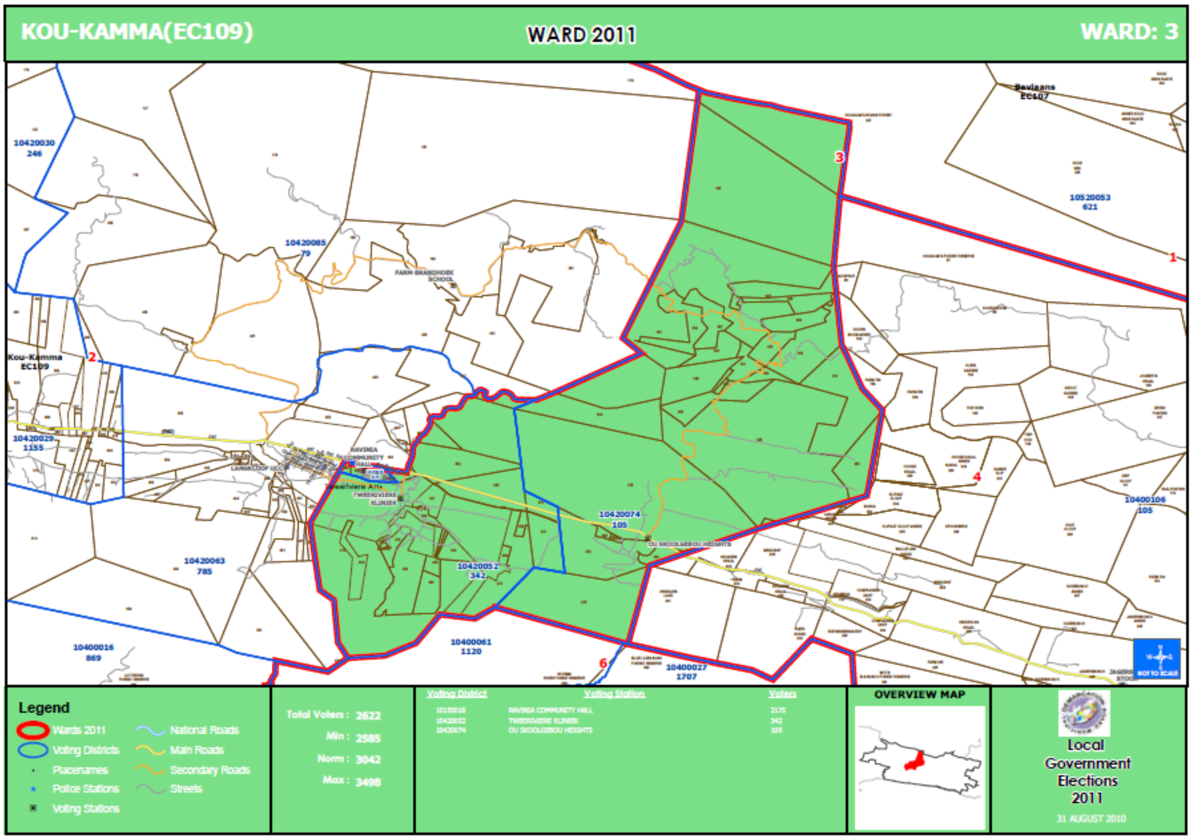
Ward 1 (Misgund and Louterwater)



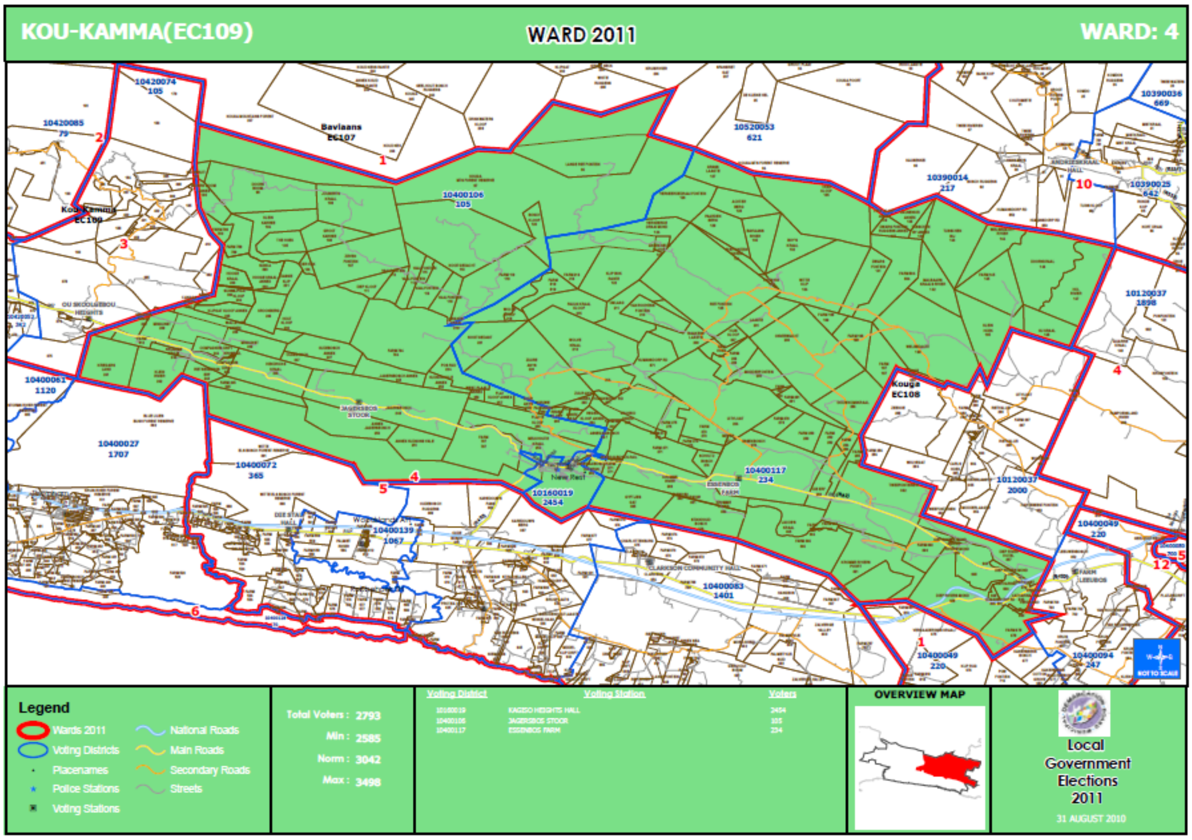
Ward 2 (Krakeel, CBD Joubertina and Coldstream)



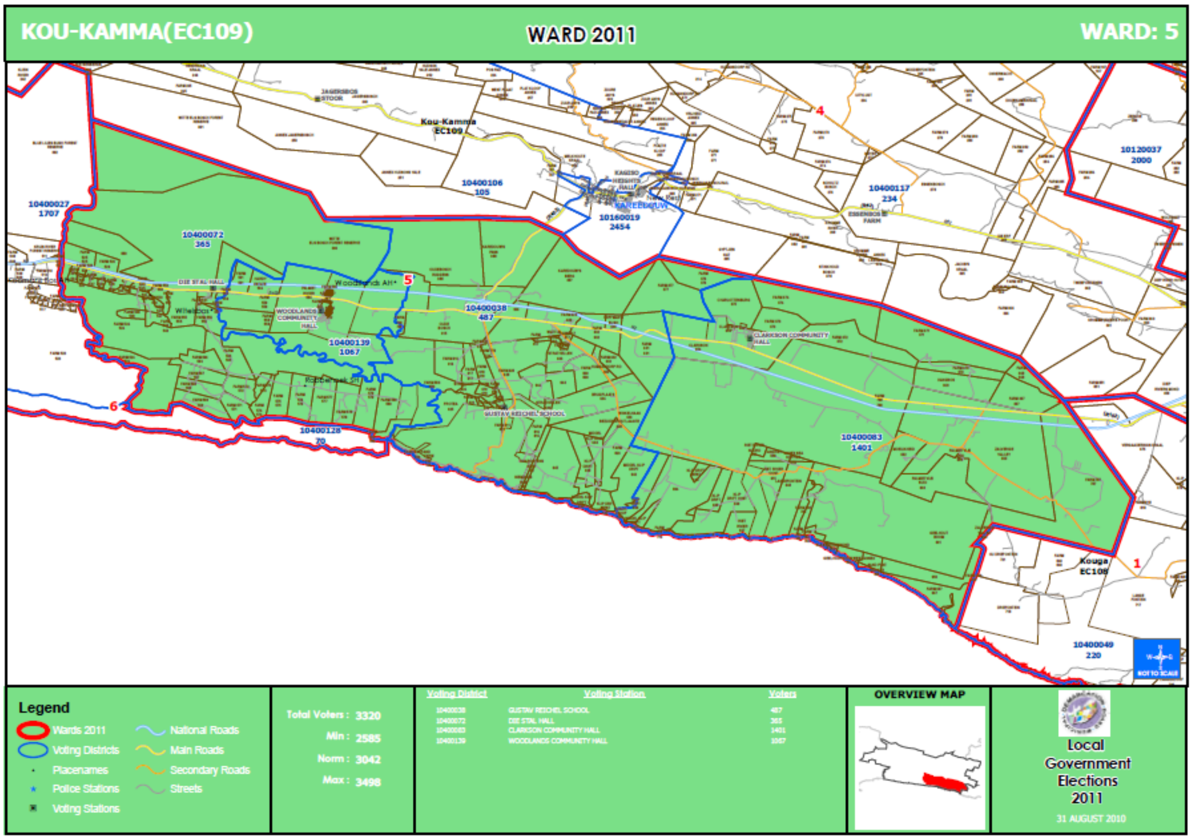
Ward 3 (Ravinia)



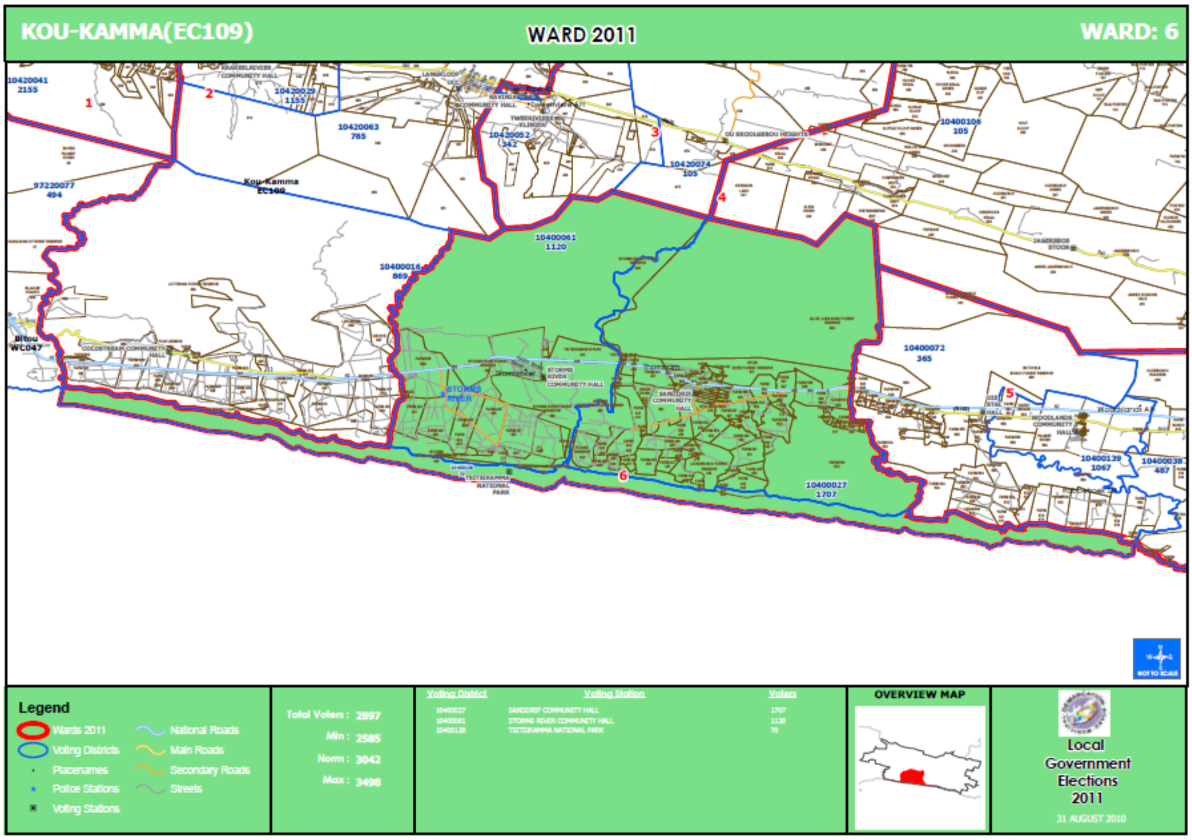
Ward 4 (CBD Kareedouw, Kagiso Heigths, Uitkyk, New Rest and Mount View)



Ward 5 (Clarkson and Woodlands)



Ward 6 (Sandrift and Stromsriver)



2.2 POPULATION PROFILE

Koukamma Municipality is a sparsely populated region compared to the Eastern Cape Province. The population of Koukamma Local Municipality is estimated at approximately 45 247 in 2010 (Global Insight 2010). The area spans 3 575.17 km² and falls within the Koukamma Local Municipality. In terms of population groups Africans comprise 13 501, whites 4 129, coloureds 27 585 whilst Asians are 32.

2.3 SITUATIONAL ANALYSIS

2.3.1 CACADU DISTRICT MUNICIPALITY OVERVIEW

Cacadu District Municipality is situated in the western portion of the Eastern Cape and is a largest with approximately 60 000 square km in size. Its boundaries stretch from Bloukrans River in the west to the Great Fish River in the east, Nie-Bethesda in the north to the Indian Ocean in the South. It boasts of hinterland that traverses semi-desert plains, long mountains, rain forests and golden beaches to reach an azure sea. In the western reaches, it is largely driven by agriculture and tourism with a wide and unspoiled environment as a fine agricultural and malaria free game viewing area with a geographical profile that hosts all seven of SA's plant biomes.

The climate sees temperature winter rainfalls of 500mm to 700mm annually along the coast with the dry interior supported by the Sundays and Fish Rivers, fed by the Orange River Project allowing viable irrigated farms. Accessibility is a key asset to business and tourism in Cacadu and is situated at the tail end of Garden Route, and can be accessed by air travel via airports of PE and George, and smaller

airstrips of Graff-Reinet and Plettenberg Bay. Shipping is serviced by the PE Harbour and the deep-water Port of Ngqura on the Coega River, 200km east of PE. Cacadu can be accessed by road from Johannesburg via the N1, from Cape Town via the N2 and through Noupoort on the N10 via Cradock.

Geographically, Cacadu consists of a narrow coastal plain with longitudinal mountains separating the coast from the Karoo, and this environmental diversity leads to an equally diverse range of economic projects. Its competitive advantage, Cacadu has seven (07) wonders of the world which are classified as follows;-

- Addo – situated in Sundays River Valley Municipality and is known as the valley of elephants and roses and further provides tranquillity, comfort, serenity, and interface with Big 7, boat cruises, quad biking, and many more.
- Baviaans – boasts of hospitality and adventure with most beautiful surroundings known for the richness of its cultural heritage and abundance in bird and animal life with prime fauna and flora, mountain biking excursions and hunting safaris.
- Grahamstown – known as a frontier country with a vibrant mix of all the best of Africa with world class game lodges, hotels, guests houses, with nature reserves with immersed land of history and home of art and culture.
- Jeffreys Bay – is renowned for its gorgeous beaches, never ending summers, plentiful shells and is best known as a Surf Mecca with stunning views and nature reserves with abundance of plant and animal life with relaxing getaway.
- Karoo – "place of thirst" and is a boundless and mysterious area covered by vast sheep and game farms where broad plains roll away toward distant koppies and multi-layered mountains that seem to touch the indigo sky, and with clear night sky densely studded with countless stars and huge "best star gazing in the world" with bright planets and even other galaxies which are visible with a naked eye.
- Sunshine coast – has more sunshine hours per year than any other part of SA and its beauty lies in its small but significant towns with stunning beaches, river banks and warm-hearted people and makes a popular holiday destination with quaint seaside villages, boast of surfing, canoeing, skiing and annual power boat race.
- Tsitsikamma – is a Khoi word meaning place of abundant or sparkling water, and is covered in large tracts of indigenous forest and fynbos and its crisp forest air invigorates the mind, body and soul as one walks among the vivid greens of the surrounding fauna and marvel at the majestic trees. Has unparalleled pleasures, National Park with abundance of birds and wildlife, watching whales and dolphins along the rugged untouched coastline and exploration of the Khoisan Rock Art and many walking and hiking trials.



MAP OF CACADU DISTRICT MUNICIPALITY

2.3.2 SOCIO-ECONOMIC CONTEXT

2.3.2.1 AGRICULTURE AS PRIMARY ECONOMIC HUB

Koukamma Municipality is suited for agricultural production with an annual rainfall of close to 800ml, heavy loam and sandy and dark rich soils with clayey particles. Its good weather conditions create and sustain conducive environment for a variety of agribusiness enterprise. Its key commodities include dairy, ferns, protea and indigenous plants along the coastal belt including tree and marine harvesting. It also consists of massive and competitive fruit production and medical plants in the Langkloof area.

Commercial agriculture accounts for a significant contribution in terms of local economy or employment creation, which was projected at approximately 44% in 2007. It further contributes an impressive percentage to the Gross Geographical Product and the Gross Domestic Product including to the export oriented market. It also provides great opportunities through a range of spins offs linked to the value chain that can enhance local beneficiation like income generation, revolving local revenue, direct and indirect job creation and investment initiatives. However, it also thrives on exploitative conditions like poor or unfavourable working conditions, cheap labour due to semi or unskilled

employment of labour workforce, none unionisation of workers, "landlord-servant" power relations and other related factors.

Emerging farming remains below par in terms of agricultural development and diversity including product knowledge and marketing as well as compounded by expensive input costs. It is further hampered by the scarce suitable agrarian land, availability and sustainability of water source, protracted land claims and land reform protocols including limited human capital with requisite skills and expertise.

These strategic areas represent the required interventions if we are to give meaning to the emerging farmers with concrete support of user friendly technology and equipment, logistic network, input cost and other related factors. The following information relates to agriculture commodity performance.

AGRICULTURE COMMODITY PERFORMANCE

DISTRICT	NO OF TREES	AREA (ha)
Ceres	4, 848 872	4, 618
Groenland	2, 121 228	1, 476
Langkloof East	1, 529 913	1, 431
Wolseley/Tulbagh	1, 609 653	1, 219
Villierdorp/Vyeboom	1, 169 697	915

DECIDUOUS FRUIT (ie Apple)

DISTRICT	NO OF TREES	AREA (ha)
Ceres	7 393 544	5 916
Groenland	2, 121 228	5 657
Langkloof East	1, 529 913	4 136
Villierdorp/Vyeboom	4 071 408	3 722
Langkloof West	537 258	502

MILK (No of Milk Producers Per Province 2006-2012)

PROVINCE	J-06	J-07	J-08	J-09	J-11	J-12	S-12	% Change 07-12
Western Cape	878	827	815	795	683	647	603	-27.1
Eastern Cape	422	420	407	387	314	283	279	-33.6
Northern Cape	39	37	34	37	28	21	21	-43.2
KwaZulu-Natal	402	385	373	373	323	322	303	-21.3
Free State	1067	987	919	884	601	535	489	-50.4

MILK (Milk Production and Cows Per Producer-Specific Years)

% Distribution of milk production No of cows in milk per producer 2012

PROVINCE	Dec-97	Feb-12	Mean	Median
Western Cape	22.9	27.4	246	180
Eastern Cape	13.8	24.3	536	365
Northern Cape	1.2	1	188	112
KwaZulu-Natal	15.7	23.5	425	315
Free State	18	10.5	111	79

MILK(No of Producer-Distributor (PDs) & Milk Buyers per Province as Registered by Milk SA–Sept2012)

PROVINCE	No of Producer-Distributor	No of Milk Buyers
Western Cape	22	37
Eastern Cape	19	13
Northern Cape	11	4
KwaZulu-Natal	12	19
Free State	15	13

2.3.2.2 TOURISM AS PRIMARY ECONOMIC HUB

Tourism throughout the globe is one of the primary economic pillars and thriving business generally and SA has benefitted in a huge way despite the recent economic recession which has slowdown the economic activity in many sectors. Interestingly overseas tourist played a big role in the surge as shown by British with 215 514 visitors, American with 155 522 tourists, and with Germany boasting of double digit growth with a total of 118 776 arrivals and also double growth of visitors from China of 60 272 as compared to 35 796 in 2011 to SA as a favoured destination. Likewise the number of visitors from Australia, Italy and France grew by 16.3%, 16.2% and 13.7 respectively and of significant observation is an increase of tourist visitors from the emerging markets like Brazil with a massive 68.4% and India with 21.1% due to trade relations with SA. But other big spenders come from the African Continent, Nigeria, Angola and Democratic Republic of Congo however their appetite is on shopping, experiencing night life, scenic beauty and outdoor adventure than wildlife and safari attractions.

South Africa showed an impressive growth of 10.5% between January to June 2012 which double the global tourism growth rate of 5%. In 2011, SA saw a boom of 4.5m tourists as compared to 3.9m tourists in 2011 for the same period. In monetary terms, this translates to R35billion generated by the industry despite the recession wreaking havoc to other sector, so SA had a major tourism boom in the first half of the year. The locals also contributed to the bulk of the figures with 76% of total tourist volume and R20.3billion in revenue to the economy of 2011, and most visited areas by locals are Limpompo with 22.3%, Gauteng 19.2% and KZN with 18.2% respectively. However, Western Cape is popular to the international tourists especially Water Front, Robben Island, Table Mountain, Cape Town, as well as to our local visitors as a destination attraction given its scenery, outdoor adventure, accommodation, winery and heritage sites. Its transport network strengthens the economic performance of tourism given its international airport in Cape Town and the local airport in George, N1 and N2 routes to other Provinces and outside countries including its Provincial Roads.

Coastal belt is rich in tourism with diverse product markets like accommodation, eatery places (restaurants) attraction sites (heritage and cultural centres), flora and fauna (beautification places) with art and craft including indigenous history. It is known as a place of abundant or sparkling water, with large tracts of indigenous forest and fynbos, with deep river that gorges cleft the plateau as they make way down to the sea, creating spectacular waterfalls and deep kloof. Its strategic linkage to the Garden Route, and proximity and association to other tourism centres of Western Cape like Pletternburg Bay and Kynsna is its competitive advantage. Again this area boasts of excellent and diverse accommodation attractions with exciting offerings like birds and wildlife, whales and dolphins given its association with National Park, also bungee jumping, canopy tours, hiking trails including mouth walks.

One of the main attractions is the heritage sites and nature reserves such as huisklip, khoisan village, historical caves, art and craft centres including museum with a welcoming attitude of the local people. Its close-knit relationship and history with Jeffrey's Bay through cooperation and collaboration of programmes can add value in its tourism competitive profile, and likewise, its link and association to the Baviaans Mega Reserve (Kloof) strengthens its unprecedented advantage.

Langkloof has R62 road network which runs from Avontuur to Humasdorp and further connects to the N2 to Port Elizabeth and is the home of the fruit industry or classified as the second largest deciduous fruit producing area in SA after WC. It also boasts of an Apple Express as beautiful setting and longest narrow-gauge railway in the world with 283km and further connects to little Karoo and to N9 via the Western Cape Pinelands and also passes through the highest narrow-gauge at Van Stadens to Port Elizabeth. It is futher known of river rafting and abseiling offerings and also its visible fertility as most of the valley is lined with fruit orchards, with beautiful mountains and perennial streams as a backdrop. Formosa Nature Reserve is regarded as a pristine with primary wet fynbos which has honeybush with potential products like tea and drinks and also the mountain forest with abundant birdlife and the highest tip of Tsitsikamma mountain range.

2.3.2.3 OTHER STRATEGIC ECONOMIC PILLARS

(i) FORESTRY AND TIMBER

Koukamma is huge in forestry and timber industry as it contributes to the domestic economy through job creation, HR development and capital investment and also in global economy through export sales. Its close interlinks with agriculture sector enhances its sustainability through diversification, distinct but related product markets, new product market explorations and other related matters.

In Koukamma, this accounts for a significant contribution to the local economy and employment creation initiatives and value chain opportunities.

(ii) RENEWABLE ENERGY

Koukamma is a windy area especially in the Tsitsikamma community and therefore provides an opportunity for renewable energy exploration and capital investment. This local strength has attracted both the domestic and internal investors in the exploration and capital investment of wind-farm.

The estimated 2billion investment will contribute to infrastructure capitalisation, millennium goals of clean environment and universal emissions protocols, local employment creation, use of productive land by local owners. However, it also poses some negative or unintended challenges on coastal and environmental management given the sensitivity of our coastal belt and its tourist attraction capacity including the impact on flora and fauna of the area. This therefore requires a careful and pragmatic approach in promoting and managing the co-existence of tourism (beautification of the area and its tranquillity) and renewable energy exploration and capital investment (wind-farm initiatives).

(iii) FISHERIES

Along its coastal belt, a fishery catchment zone exists and adjacent to the stunning and classic golf-estate which is also in close proximity to the tourism attraction site in Eersteriver. Whilst there are stringent regulatory constraints in relation to the fishery business due to scarcity of the species and quota allocation requirements to the role players. It however offers an economic opportunity to the

locals in terms of employment creation and also in terms of regional economic connection with the neighbouring communities towards the Western Cape Region and towards the far Eastern Cape Region.

2.4 SCOURGE AND IMPACT OF POVERTY

2.4.1 GLOBAL SITUATION

UNESCO recently released a comprehensive report on education from UN Global Monitoring with shocking statistics of approximately 61 million children in the world being out of school due to a variety of reasons but an overarching being poverty. The alarming revelation projects half of the 61 million are based in the Sub-Saharan Africa and by 2015, the world is still anticipated to have close to 56million out of school children. Another worrying observation attributed to this unfortunate and appalling reality is the global trend of lower or few enrolments of girls as 44 out of 100 from poor households who enter school as compared to 57 out of 100 boys.

2.4.2 NATIONAL REALITY

Whilst SA through the Department of Basic Education claims to have significantly improved its student enrolment from 590 000 in 2009 to 670 000 in 2011, the country continues to face huge numbers of out of school children around 111 041 between the aged 1 to 15 years. This ugly reality explains the stark differences between those who have the material means to afford expensive cost for education as opposed to those who are within and below the poverty bracket and its related variables. According to the 2012 General Household Survey by Stats SA, lack of money for school fees remains a primary reason, many SA children are not at school, despite the fact that a % boom from 0.7 in 2002 to 55.6 in 2011 saw more students being enrolled due to the no fee school principle. This obtaining situation is accounted by the widening gap between the rich and poor thus relegating the no fee principle as a drop in the ocean given the past and present realities of our land. It is further compounded by the transport costs for poor children in commuting to schools especially taking into account the distances between homes and schools. Whilst the affording families send their children to far schools with better quality education regardless of the cost and distance, and this information is collaborated by Stats SA and Child Gauge 2012 as published by UCT Children Institute respectively.

2.4.3 LOCAL PROFILE

Both the children aged between 1 and 15 years including the youth of Koukamma in general, are engulfed into this disturbing reality as they experience the harsh conditions of poverty and its interlinked variables. The scourge and impact of poverty is shown by unacceptable rate of unemployment, cultural stereotypes on gender based relations including lack of quality and effective learning at schools and inadequate family support systems. Also experiencing alarming % of children and youth dropping out of school due to drug and alcohol abuse including early pregnancy, transport cost due to commuted distances, erosion of culture of learning and the degeneration of the social fabric.

Without being exhaustive, feeder schools and FET in Kareedouw are battling to produce competent students due to a range of reasons as summed below:-

- Poverty scourge and unemployment levels
- Abuse of drugs, alcohol and early pregnancy
- Lack of culture of quality learning and lack of competency levels of educators
- Limited learning institutions (no University or fully fledged FET or enough schools)

2.5 WARD PROFILE

Without being exhaustive, the ward based analysis and performance of Koukamma Municipality can be summed as follows:-

2.5.1 HIGHLIGHTS OF WARD SERVICES PROVISION

(a) WARD 1

(i) MISGUND

- 401 houses been built and many already occupied by legitimate beneficiaries
- Installation of bulk and internal sewer services completed
- Re-commissioning of the wastewater treatment works
- Water infrastructure rehabilitation (borehole construction and refurbishment)
- Revamping of surface roads network
- Employment creation through EPWP Programmes
- In a process of constructing of Multi-Purpose Community Centre
- Electrification of houses and establishment of cemetery (remains outstanding)

(ii) LOUTERWATER

- Total housing rectification (Phase 1 and Phase 2)
- Augmentation of bulk water supply with a construction of 800m long pipeline to replace an existing unlined irrigation furrow
- Installation of new bulk water supply main
- Replacement of faulty/missing pumps at water treatment works
- Mechanical refurbishment at waste water treatment works
- Conducted a feasibility study on rehabilitation of oxidation ponds
- Employment creation through EPWP Programmes
- Extension of Library and installation of internet services and computers including cemetery cleaning and maintenance

(b) WARD 2

(i) JOUBERTINA

- Replacement of seven gate valves on water reticulation network in town
- Repairs to three flow measuring weirs along the Wabooms River
- Replacement of two filter pumps, one backwash pump and filter media
- Installation of a flow control valve on inlet pipe to the works and reparations to the perimeter fence
- Replacement of damaged steel pipes with uPVC at inlet to works and faulty gate valve on raw water inlet pipe
- Employment creation through EPWP Programmes
- Installation of internet services and computers including cemetery cleaning and maintenance

(ii) KRAKEEL

- Total housing rectification (Phase 1 and Phase 2)
- Replacement of a leaking gate valve downstream of the service reservoir
- Replacement of two potable water pumps at the water treatment works
- Repairs to the scour valve at the service reservoir
- Augmentation of bulk water supply by repairing the existing pumping main from borehole 1 to the water treatment works and commissioning of borehole 2
- Relocation of the water treatment works and construction of new pumping main
- Employment creation through EPWP Programmes
- Installation of internet services and computers including cemetery cleaning and maintenance

(iii) COLDSTREAM

- Total housing rectification (Phase 1 and Phase 2)
- Refurbishment of water treatment works (mechanical and electrical works)
- Replacement of potable water pumps at Puntjiesbos & roof over ground reservoir
- Refurbishment of waste water treatment works at Plankies Lottering
- Employment creation through EPWP Programmes
- Extension of Library and installation of internet services and computers
- Roads network upgrade (Die Rye and 3 low-level bridges, Laurel Ridge & Lottering)
- In a process of constructing Multi-Purpose Community Centre
- Cemetery cleaning, maintenance and extension

(c) WARD 3

(i) RAVINIA

- Total housing rectification (Phase 1 and Phase 2)
- Installation of uPVC pipes to replace existing FC pipes (1211m of 75mm diameter class 12, 1315m of 110mm diameter class 12 and 359m of 160mm diameter class 12)
- Installation of uPVC pipes to replace existing FC pipes (1670m of 75mm diameter class 12, 600m of 110mm diameter class 12 and 12m of 160mm diameter class 12)
- Replacement of the first 1m length of erf connections where they connect into the municipal water mains
- Installation of gate valves and fire hydrants on the new reticulation mains
- Employment creation through EPWP Programmes
- Installation of internet services and computers at the Library
- Cemetery cleaning and maintenance (outstanding extension of the cemetery)
- Electrification of the houses (remains outstanding)

(d) WARD 4

(Kareedouw, New Rest, Mountain View, Kagiso Heights and Uitkyk)

- Total housing rectification (Phase 1 and 2)
- Installation of 11kw standby pump for conveying potable water from waste water treatment to Druktenk and the Mountain View reservoir
- Replacement of faulty bulk water meters
- Repair and re-commissioning of sewer pump station in New Rest
- Minor improvements at the water treatment works in Kareedouw
- Construction of a new storeroom for equipment in Kareedouw
- Repairing of the high mast in Kagiso and New Rest
- Repair of the sports field in Kareedouw
- Employment creation through EPWP Programmes
- Existence of internet services and installation of computers
- In a process of constructing a new Library in Kareedouw
- Cemetery cleaning and maintenance in all its settlements

(e) WARD 5

(i) CLARKSON

- Total housing rectification (Phase 1 and Phase 2)
- Construction of a building for housing package plant equipment, and raw water storage facility including two 10 000 litre storage tanks
- Construction of a pump station building at the dam site

- Commissioning of a 345 kilolitre water treatment plant, dry well pumping equipment with pump unit, supporting pipework including flow meters
- Commissioning of electrical controls to the water treatment works
- Construction of sludge ponds & installation of waterborne sewers in Bazia Street
- Employment creation through EPWP Programmes
- Upgrade of Library services, installation of internet services and computers

(ii) WOODLANDS

- Total housing rectification (Phase 1 and Phase 2)
- Construction of a building for housing package plant equipment
- Commissioning of a 345 kilolitre water treatment plant, dry well pumping equipment with pump unit, supporting pipework including flow meters
- Commissioning of electrical controls to the water treatment works
- Repairs to the weir intake, float switches in the elevated tank and the potable water storage reservoir
- Employment creation through EPWP Programmes
- Upgrade of Library services, installation of internet services and computers

(f) WARD 6

(i) SANDRIFT

- Total housing rectification (Phase 1 and Phase 2)
- Commissioning of dry well pumping equipment with pump unit, support pipework, dosing equipment, filter pumps, bulk flow meters including electrical controls
- Refurbishment of waste water treatment works in Blikkiesdorp
- Construction of a water treatment works (package plant) in Blikkiesdorp
- Extension of Library, installation of internet services and computers in Sandrift
- Refurbishment of MPCC and deployment of ambulance services in Blikkiesdorp
- Cemetery cleaning and maintenance including fire hydrant repairs

(ii) STORMSRIVER

- Total housing rectification (Phase 1 and Phase 2)
- Commissioning of submersible pumping equipment including, valves, gauges, instrumentation for pumps and support pipework
- Commissioning of dosing equipment, filter pumps and bulk flow meters
- Refurbishment of the water treatment works
- Upgrade of the sports field and construction of ablution facilities and pavilion
- In a process of finalising a new cemetery and library for Stormsriver community
- Employment creation through the EPWP Programmes
- Cemetery cleaning and maintenance in Thornham and Stormsriver
- Installation of internet services and computers in Libraries (Thornham and Stormsriver)

2.5.2 SOME CROSS CUTTING MATTERS PER WARDS (THOUGH NOT EXHAUSTIVE)

- Repair of street lights in whole of Koukamma (however needing attention again)
- Repair and maintenance of R62 passing through all wards in the Langkloof route
- Upgrade and maintenance of gravel roads however this remains a challenge
- Honey bush tea project for the greater Koukamma though located in Langkloof
- Formation, registration, business plan and funding support for cooperatives
- Cleaning and maintenance of storm-water drainage system and road verges
- Repairs and maintenance of community halls throughout Koukamma though needing further attention.

CHAPTER 3: DEVELOPMENT STRATEGY

3.1 STRATEGIC OBJECTIVES

The strategic objectives of Koukamma Municipality are derived from the following key performance areas which define the broad developmental local government strategic agenda:-

(i) Municipal Transformation and Institutional Development
- Institutional Arrangements, Alignment and Functioning
- Municipal Integrated Development Planning (IDP and SDBIPs)
- HRD Strategy (Training, Learnerships, ABET)
- Organisational Performance and Review Planning Processes
- Monitoring and Evaluation Mechanisms

(ii) Basic Service Delivery and Infrastructure Investment
- Water Quality, Sufficient Bulk Water Supply and Treatment Plant Maintenance
- Energy Provision (Alternative Renewable Energy and Environmental Responsive)
- Transport Network (Roads and Rail)

(iii) Local Economic Development
- Tourism Diversification and Investment
- Agricultural Growth and Investment
- Forestry (Energy, Furniture)
- Coastal Management and Fisheries
- SMMEs and Cooperative Movement/Organisations
- Enterprise Development and Entrepreneurship Investment
- Local Community Empowerment

(iv) Financial Viability, Management and Sustainability
- Fiscal Discipline and Policy Framework (MFMA)
- Revenue Enhancement Strategy and Debt Collection Mechanisms
- Creditors (Business Stakeholder Contract Management)
- Investment Arms and Financial Management Ratings
- Affirmation of Business or Financial Sector Confidence

(v) Good Governance and Public Participation
Legislative Compliance and Policy Choices
- Audit Analysis State and Quality Assurance (AG and Annual Reports)
- Stakeholder Formations and Engagement (cbos, ngos, Ward Committees)
- King 3 Report on Good Governance Practices
- Community consultations

3.2 STRATEGIC PRIORITIES

The strategic priorities of Koukamma Municipality are expressed and aligned to the national, provincial and district priorities and further linked to the strategic objectives which define its mandate as a Municipality.

National	Provincial	Local Government
1. Quality Basic Education	1 and 5 Quality based education and skilled and capable workforce to support an inclusive Growth Path	HRD Strategy to address scarce skills and retention measures. ABET Implementation Internship and Learnership
2. A long and healthy life for all South Africans	A long and healthy life for all people of Province	
3. All People in SA are and feel safe	All People in the Province are and feel safe	
4. Decent Employment through inclusive Economic Growth	Decent Employment through inclusive Economic Growth	Local Economic Development and Job Creation
5. Skilled and capable workforce to support an inclusive Growth Path		
6. An efficient, competitive and responsive Economic Infrastructure Network		Communication Infrastructure, Roads Infrastructure, Water and Electricity
7. Vibrant, equitable, sustainable Rural Communities contributing towards Food Security for all	Vibrant, equitable, sustainable Rural Communities contributing towards Food Security for all	EPWP Cooperatives Poverty Alleviation
8. Sustainable Human Settlements and improvement quality of Household Life	Sustainable, cohesive, caring communities and Human Settlements for improved quality of Household	Integrated and Sustainable Human Settlements
9. Responsive, accountable, effective and efficient LG Systems	9 & 12 An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship with responsive, accountable, effective and efficient LG Systems	Responsive, accountable, effective and efficient LG Systems

10. Protect and enhance our environment assets and natural resources		Community Based Recycling Initiatives Management of the Coastal Zone
11. Create a better SA, Africa and World		
12. An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship	An efficient, effective and development oriented Public Service and an empowered, fair and inclusive citizenship with responsive, accountable, effective and efficient LG System	An efficient, effective, responsive, service oriented and accountable Municipality

These are further aligned to the medium term strategic framework (MTSF) and outcomes 9 with all its related outputs, namely:-

- Differentiated approach to municipal finance, planning and support
- Improve access to basic services
- Implement community work programme and cooperatives supported
- Actions supportive of human settlement outcomes
- Deepen democracy through a refined ward committee model
- Improve municipal finance and administrative capability
- Single window of coordination

MTSF Strategic Priority	Key Focus Area
Outcome 9: Output 1: Implement a differentiated approach to municipal financing, planning and support	
Sustainable Resource Management and Use	• Land Use Planning needs to reflect protection and regeneration of the natural environment; • Sustainable agricultural practices need to be complimented with nature conservation interventions; • Waste minimization practices require implementation; • Climate change should be considered in project planning initiatives as this holds consequences for the tourism and agricultural economic base of the District; • Water conservation and demand management need to be incorporated into project planning; • Conservation of natural resources should be incorporated into Land Use Management Guidelines.

Outcome 9: Output 2: Improve access to basic services	
Massive program to build economic and social infrastructure	• Drought and poor water quality impact on the success of LMs as Water Services Authorities; • Staff numbers and capacity impact negatively on the provision of services – primarily housing and water; • Public Education campaigns are required in relation to water conservation and waste recycling; • The provision of water and sanitation services impact heavily on the tourism industry and related economies; • Access to banking facilities is highlighted as a priority; • The identification of suitable land for housing is identified as a delaying factor in service provision.
MTSF Strategic Priority	**Key Focus Area**
Improve the health profile of all South Africans	• Hospital care and ambulance services are identified as challenges; • Number of clinic staff need to be assessed with relevance to the size of the communities that they serve; • Accurate health related statistics are not readily obtained; • Seasonal employment increases pressure on clinic staff; • A strategy is required on the facilitating of health access to vulnerable groups.
Outcome 9: Output 3: Implement the community work program and cooperatives supported	
Strengthen skills and human resource base	• The need was identified for a skills audit per LM relevant to the dominant economic sectors in the area; • Need identified for LMs to actively manage existing agricultural resources with a particular focus on commonage land; • Ensure that the appropriate people participate in training programs that will make them marketable and employable; • Provide learner ship opportunities for unemployed graduates to improve their skills base.
Speeding up growth and transforming the economy to create decent work and sustainable livelihoods	• The tourism sector is not fully exploited; • There is a perception that agricultural employment is poorly paid and exploitative; • The opportunity was identified for a District-wide LED Interactive Forum; • Increasing population sizes are not coupled with increasing economic opportunities; • The exploration of alternative agricultural opportunities (as identified in LM LED Plans) is proposed; • A district wide formalization of the relationship with the Department of Agriculture, Forestry and Fisheries is identified; • LED strategies need to be combined with training and capacity building programs; • Programs are required to develop and mentor SMME's;

	• Municipal infrastructure operational and maintenance planning needs to take industrial expansion and tourism into account to secure local economic benefits; • Waste recycling initiatives require support and encouragement in order to entrench the practice in the economy and social identity of the area.
Outcome 9: Output 4: Actions supportive of human settlement outcomes	
Comprehensive rural development strategy linked to land and agrarian reform and food security	• The National land redistribution program is regarded as a slow process that lacks post-implementation support; • Project sustainability is challenging and marred by the beneficiaries' lack of farming skills, education, insufficient government support, low profit margins and lack of access to markets; • Agriculture is the dominant economic activity in the majority of LMs; • An agrarian reform and food security plan needs to be devised that holds specific relevance to the unique land tenure and use arrangements in the LMs; • Unfair labour practices, farm evictions and preferential employment need to be monitored and victims are to be educated on recourse options; • Informed spatial planning can accommodate new land demands, land use challenges and support initiatives.
Outcome 9: Output 5: Deepen democracy through a refined ward committee model	
Build cohesive, caring and sustainable communities	• The need was identified for the formulation of public participation structure / model that is suitable for rural / spatially dispersed areas; • LMs could also benefit from the identification of key community organizations and the formulation of joint capacity building and supportive interventions; • Indigent registers require updating including an assurance that the document is credible; • A focus is required on youth development; • There is a need to focus on raising awareness of the range of funding programs available in various institutions in order to broaden the scope for economic development opportunities; • Improve mechanism of communication with communities through development programs which seek to enhance and strengthen the role of ward committees.
MTSF Strategic Priority	**Key Focus Area**
Outcome 9: Output 6: Improve municipal financing and administrative capacity	
Building a developmental state including the improvement of public services and strengthening of democratic institutions	• Formulation and adoption of a Fraud Prevention Plan; • Implementation of Performance Management Systems and schedule of regular assessments; • Revision of Capital Investment Frameworks; • Develop a Human Resource Strategy that focuses on staff development and improvement as opposed to service provider appointment.

Outcome 9: Output 7: Single window of coordination	
	• Opportunities to be identified to develop and establish the coordination role of the District Municipality.
Other MTSF Priorities not catered for in outcome 9 outputs	
Pursing African advancement and enhanced international cooperation	• LM documents are generally silent on this issue; • It can be inferred that this is a District competency to be pursued on behalf of and in the interests of the Local Municipalities.

3.2 SUMMARY OF PROJECT PROFILE

Project name	Activity	Outcome	Ward	Area	Responsible directorate	Cost	Source of funding
Electrification	Electrification of housing	Completion of electrification of housing project	1	Misgund	Technical and Infrastructure	R5m still to be sourced	Department of Human Settlement
Water	Expansion and Fencing of the Dam and Reserviour	Maintenance and Storage Capacity	1	Misgund	Community Services		
Cemetery	Fencing	Improve maintenance	1	Misgund	Community Services		
Health facilities	Facilitate the building of new clinic	Improved health profile of the community	1	Misgund	Community Services		
High mast lights	Recommissioning high mast lights	Completion of project	1	Misgund	Technical and Infrastructure	R250 000 still to be sourced	Department of Human Settlement
Dumping site	Establishment of dumping site	Improved waste management	1	Misgund	Community Services		
Multi-purpose centre	Building of multi-purpose centre	Completion of building of multi-purpose centre	1	Misgund	Technical and Infrastructure	R4m	MIG

Sport field	Building of new sportfield with Ablution, Grand stand and Fencing	Completion of project	1	Misgund	Community Service/Technical and Infrastructure		
Sewer Upgrading	Upgrading of Sewer	Improve sewer system	1	Misgund	Technical and Infrastructure		
Plastic factory	Manufacturing refuse bags and other plastic accessories	Supply municipality and other businesses with refuse bags	1	Louterwater	Strategic services	R1.m	Department of Economic Development, Environmental Affairs and Tourism
Library Services	Expansion of Library	Improve quality educational support	1	Louterwater	Community Services	R30 000	DSRAC and CDM
Health facilities	Facilitate the building of new clinic	Improved health profile of the community	1	Louterwater	Community Services		
Play Park Services	Upgrade play park	Provide recreational services	1	Louterwater	Community Services	R35 000	KKM
Cemetery	Fencing	Improve maintenance	1	Louterwater	Community Services	R20 000	KKM
Water	Expansion and Fencing of the Dam and Reserviour	Maintenance and Storage Capacity	1	Louterwater	Community Services	Funding to be sourced	KKM and MIG
Educational Facilities	Facilitate building of high school	Improve educational profile of the community	1	Louterwater	Community Services		
Roads	Upgrading of roads	Improve roads	1	Louterwater	Technical and Infrastructure		
Sport field	Expansion, Fencing and building ablution	Completion of project	1	Louterwater	Community Services/Technical and Infrastructure		

Roads	Upgrading of roads	Improve roads	2	Krakeelrivier	Technical and Infrastructure		
High mast lights	Recommissioning high mast lights	Completion of project	2	Krakeelrivier	Technical and Infrastructure		
Library facilities	Conversion of a building for library facilities	Completion of the project	2	Krakeelrivier	Community services/ Technical and Infrastructure		
Recreational facilities	Building of play parks	Completion of the project	2	Krakeelrivier	Community services/ Technical and Infrastructure		
Cemetery	Fencing	Improve maintenance	2	Krakeelrivier	Community Services		
Recreational facilities	Building of bus shelter	Completion of the project	2	Krakeelrivier	Community services/ Technical and Infrastructure		
Roads upgrade	Upgrading of roads	Upgraded roads	2	Coldstream	Technical and Infrastructure	R5,9m	MIG
Housing	New housing	Building of 60 houses	2	Coldstream	Technical and Infrastructure		
Multi-purpose centre	Building of multi-purpose centre	Completion of building of multi-purpose centre	2	Coldstream	Technical and Infrastructure	R4m	MIG
Club house and ablution block	Upgrading of club house and improving the ablution block	Completion of the project	2	Coldstream	Technical and Infrastructure	R150 000	MIG / Koukamma
Library facilities	Conversion of a building for library facilities	Completion of the project	2	Coldstream	Community services/ Technical and Infrastructure	R180 000	DSRAC
Recreational facilities	Building of play parks	Completion of the project	2	Coldstream	Community services/ Technical and Infrastructure	R35 000	Koukamma Municipality
Cemetery	Fencing	Improve maintenance	2	Joubertina	Community Services		
Rock arts	Building rock art centre	Completion of the project	2	Joubertina	Strategic services	R1.9m	Department of Tourism

Recreational facilities	Building of shelters for venders	Completion of the project	2	Joubertina	Community services/ Technical and Infrastructure		
Recreational facilities	Building of play parks	Completion of the project	3	Ravinia	Community services/ Technical and Infrastructure		
Dumping site	Establishment of dumping site	Improved waste management	3	Ravinia	Community Services		
Water	Water meters to be installed	Completion of project	3	Ravinia	Technical and Infrastructure		
Housing	Rectification of housing	Completion of the project	3	Ravinia	Technical and Infrastructure	R11m	MIG
Cemetery	Fencing & Expanding	Improve maintenance	3	Ravinia	Community Services		
Roads	Upgrading of roads	Improve roads	3	Tweeriviere	Technical and Infrastructure		
Water	Expansion and Fencing of the Dam and Reserviour	Maintenance and Storage Capacity	3	Tweeriviere	Community Services		
Recreational facilities	Old Clinic to be upgraded to Orphanage	Completion of the project	3	Tweeriviere	Community services/ Technical and Infrastructure		
Honey bush tea	Renovation of the building for purposes of establishing a nursery	Planting of honey bush tea in the nursery	3	Tweeriviere	Strategic services	R2,3m	Coega Development Corporation
Sport field	Fencing and building ablution	Completion of project	3	Ravinia	Community Services/Technical and Infrastructure		
High mast lights	Recommissioning high mast lights	Completion of project	3	Ravinia	Technical and Infrastructure		
Small town regeneration	Town beautification	Town beautification	3	Ravinia	Community Services/Technical and Infrastructure		

Multi-purpose centre	Building of multi-purpose centre	Completion of building of multi-purpose centre	3	Ravinia	Technical and Infrastructure		
Roads	Upgrading of roads	Improve roads	3	Ravinia	Technical and Infrastructure		
Paving factory	Establishing a paving factory	Assisting municipality on paving the gravel road	4	Kareedouw	Strategic services	R1.5m	Department of Economic Development and Environmental Affairs
Ostrich breeding	Growing of ostrich chickens and selling them to Klein Karoo International	Job creation	4	Kareedouw	Strategic services	R1.5m	Klein Karoo International
High mast lights	Recommissioning high mast lights	Completion of project	4	New Rest & Uitkyk	Technical and Infrastructure		
Housing	New housing	Building of houses	4	Assegaaibosch	Technical and Infrastructure		
Water	Expansion and Fencing of the Dam and Reserviour	Maintenance and Storage Capacity	4	Mountain View	Community Services		
Grazing Land	Land to be made available for stray animals						
Library	Building of a new library	Provision of library services	4	Kareedouw	Community Services	R7m	DSRAC
Small town regeneration	Town beautification	Town beautification	4	Kareedouw	Community Services/Technical and Infrastructure	Cost still to be determined	Department of Economic Development and Environmental Affairs
Water bond and water purification	Installation of water bond system and purification	Improved sewerage and purification system	5	Clarkson	Technical and Infrastructure	R1,5m	MIG
Housing	400 New housing	Building of houses	5	Clarkson	Technical and Infrastructure		
Water	Installation of water meters	Completion of project	5	Clarkson	Technical and Infrastructure		

Grazing Land	Land to be made available for stray animals						
Housing	Rectification of RDP housing	Completion of project	5	Clarkson	Technical and Infrastructure	Cost to be advised by Department of Human Settlement	Department of Human Settlement
Library	Buying of library material	Improved library	5	Clarkson	Technical and Infrastructure	R50 000	MIG
Poultry	Revival of the poultry project	Job creation	5	Clarkson	Strategic services	R50 000	Department of agriculture
Sewing	Sustaining the sewing project	Job creation	5	Clarkson	Strategic services	R50 000	Department of Social Development
Sport field	Fencing and building ablution	Completion of project	5	Clarkson	Community Services/Technical and Infrastructure	R650. 000	MIG
Roads	Tarring of access roads	Completion of project	5	Clarkson	Technical and Infrastructure	R1,5m	MIG
Honey bush tea	Harvesting of honey bush tea	Job creation	5	Guava Juice	Strategic services	R1 525 000m	Coega Development Corporation
Dumping site	Establishment of dumping site	Improved waste management	5	Guava Juice	Community Services	R1,5m	MIG
Health facilities	Facilitate the building of new clinic	Improved health profile of the community	5	Guava Juice	Community Services	Cost to be determined by Department of Health	Department of Health
Recreational facilities	Building a new play park	Establishment of a play park	5	Guava Juice Woodlands	Community Services	R50 000 R50 000	MIG
Essential oils	Essential products	Job creation	5	Woodlands	Strategic services	R500 000	Cacadu District Municipality
Roads	Tarring of access roads	Completion of project	5	Woodlands	Technical and Infrastructure		

Furniture factory	Establishment of furniture factory	Job creation	5	Woodlands	Strategic services	R1,5m	Department of Economic Development and Environmental Affairs
Sport field	Fencing and building ablution	Completion of project	5	Woodlands	Community Services/Technical and Infrastructure	R500 000	MIG
Cemetery	Extension and fencing cemetery	Completion of project	5	Woodlands	Community Services/Technical and Infrastructure	R100 000	MIG
Housing	New Housing	Building of houses	5	Eersterivier	Technical and Infrastructure	Cost to be advised by Department of Human Settlement	Department of Human Settlement
Housing	New housing	Building of houses	5	Kwaaibrand	Technical and Infrastructure	Cost to be advised by Department of Human Settlement	Department of Human Settlement
Roads	Upgrading & paving of roads	Improve roads	5	Kwaaibrand	Technical and Infrastructure	Cost still to be determined	MIG
Library facilities	Conversion of a building for library facilities	Completion of the project	5	Kwaaibrand	Community services/ Technical and Infrastructure		
Cemetery	Identification and establishing	Improve maintenance	5	Kwaaibrand	Community Services		
Recreational facilities	Building of play parks	Completion of the project	5	Kwaaibrand	Community services/ Technical and Infrastructure		

High mast lights	Recommissioning high mast lights	Completion of project	5	Kwaaibrand	Technical and Infrastructure		
Water	Water treatment works to be build	Water provision	5	Kwaaibrand			
Housing	New housing	Building of 60 houses	6	Koomansbos	Technical and Infrastructure	Cost to be advised by Department of Human Settlement	Department of Human Settlement
Water	Digging a borehole	Water provision	6	Koomansbos	Technical and Infrastructure	R50 000	MIG
Recreation Facilities	Building of Taxi Shelters	Completion of project	6	Koomansbos	Community Services/ Technical and Infrastructure		
Roads	Upgrading of roads	Improved roads	6	Koomansbos	Technical and Infrastructure		
Recreational facilities	Building of Community Hall	Completion of the project	6	Koomansbos	Community services/ Technical and Infrastructure		
Electrification	Establishing a vending station	Provision of electricity	6	Blikkiesdorp	Technical and Infrastructure	R100 000	MIG
Sewer Upgrading	Upgrading of Sewer	Improve sewer system	6	Blikkiesdorp	Technical and Infrastructure	Cost still to be determined	MIG
Bakery project	Resuscitation of the project	Job creation	6	Mandela Park	Strategic services	R150 000	Koukamma Municipality
Ceramic project	Establishment of ceramic factory	Job creation	6	Mandela Park	Strategic services	R1,5m	Department of Economic Development and Environmental Affairs
Cemetery	Fencing	Improve maintenance	6	Mandela Park	Community Services		

Roads	Upgrading of roads	Improved roads	6	Mandela Park	Technical and Infrastructure		
Recreational facilities	Building a new play park	Establishment of a play park	6	Mandela Park	Community Services	R35 000	Koukamma Municipality
Sport field	Building ablution	Completion of project	6	Mandela Park	Community Services/Technical and Infrastructure	R100 000	MIG
Recreational facilities	Supporting mobi-gym	Encourage healthy living	6	Mandela Park	Community Services	R35 000	Koukamma Municipality
Water	Water purification plant	Improved water quality	6	Mandela Park	Technical and Infrastructure	R1,2m	MIG
Sanitation	Changing from Pit toilet to flush toilets	Improved sanitation	6	Thornham	Technical and Infrastructure	R1,2m	MIG
Cemetery	Fencing of Cemetery	Cemetery fencing	6	Thornham	Community Services	R70. 000	Koukamma Municipality
Community hall	Building of the community hall	Completion of project	6	Thornham	Community Services	R1.5m	MIG
Roads	Upgrading of roads	Improved roads	6	Thornham	Technical and Infrastructure	Cost still to be determined	MIG
Housing	Building of houses	Completion of project	6	Thornham	Technical and Infrastructure	Cost to be advised by Department of Human Settlement	Department of Human Settlement
Libraries	Upgrading of Library	Library to be completed	6	Thornham	Community Services	R250.000	DSRAC
Cemeteries	Cleaning of cemeteries	Clean cemeteries	6	Griquas Trust	Community Services	R25.000	Kou kamma Municipality
Electrification	Houses electrification	Completion of project	6	Griquas Trust	Technical and Infrastructure	Cost still to be determined	Department Human Settlement
Housing	Building of new houses	New housing project	6	Griquas Trust	Technical and Infrastructure	R3.2M	Department Human Settlement

Library	New library	Improve library services	6	Stormsriver	Community Services	R1.5m	DSRAC
Multipurpose centre	Building of Multipurpose centre	Completion of building Multipurpose Centre	6	Stormsriver	Technical and Infrastructure	R4m	MIG
Recreation Facilities	Building of Public Toilets	Completion of project	6	Stormsriver Town	Community Services/ Technical and Infrastructure		
Sport field	Building of new sportfield with Ablution, Grand stand and Fencing	Completion of project	6	Stormsriver	Community Service/Technical and Infrastructure	R4m	MIG
Cemetery	Building of new Cemetery, water, parking area and fencing	Completion of project	6	Stormsriver	Community Service	R500.000	Cacadu/Koukamma
Play Park	Building of new Play Park	Completion of Play Park	6	Stormsriver	Community Service	R35 000	KKM

CHAPTER 4: INTEGRATION AND ALIGNMENT OF SECTOR PLANS TO THE IDP

4.1 EXECUTIVE SUMMARY OF SPATIAL DEVELOPMENT FRAMEWORK

The purpose of spatial development planning is to co-ordinate and optimizes human activities, which require physical space and spatial development planning is a public sector function aimed at creating a public investment and regulatory framework within which private sector decision-making and investment can occur. The framework, at a municipal level, is known as Spatial Development Framework (SDF) and the primary purpose of an SDF is to represent the spatial development goals of the Koukamma Municipality. The SDF of Koukamma Municipality is not intended to be comprehensive, but to take the form of a broad framework that identifies the minimum public actions necessary to achieve desired planning direction. The reviewed SDF is premised on the following principles:-

4.2 SECTOR PLANS

An executive summary of all sector plans of Koukamma Municipality is provided below however individual but detailed sector plans are attached.

4.2.1 LOCAL ECONOMIC DEVELOPMENT STRATEGY

Koukamma Municipality has adopted a five year local economic development strategy as a sector plan which incorporates both the tourism and agricultural sector plans. Without being elaborative, these will be detailed in the next public engagement processes however draft sector plans have been populated.

4.2.1.1 AGRICULTURAL DEVELOPMENT SECTOR PLAN

In implementing its strategic vision of striving to create a sustainable economy to better the rural livelihoods of communities located within the IDP, the Koukamma Municipality (KKLM) has adopted the Local Economic Development Strategy (LEDS). The Koukamma Municipality's local economic development strategy (LEDS) focuses on the building of a productive economy with the aim of creating jobs, develop skills and ensure overall enterprise development program. The Local Economic Development Strategy (LEDS) is informed by national and local strategies and key amongst these strategies include the following: Provincial Growth and Development Strategy (PDGDP), National Spatial Development Perspective (NSDP), Local Government Municipal Systems Act, Integrated Sustainable Rural Development (ISRD) and the National Development Plan (NDP). The Koukamma Municipality (KKLM) is mostly rural with a high agricultural production potential and the Local Economic Strategy (LEDS) seeks to drive agricultural development through specific interventions aimed at tapping into the potential.

Agriculture is, in terms of schedule 4a of the Constitution of the Republic of South Africa (1996), is a functional area of concurrent national and provincial legislative competence. This implies that national and provincial policy and legislative frameworks should guide the agricultural activities of all spheres of government. It is therefore important that the development of an agricultural strategy for Koukamma Municipality takes due cognisance of the current national priorities established for the development of the sector. The Government focus on rural development, agriculture and enterprise development for economic development has been evident in the following: the commitment to securing and funding emerging farmers, the promotion of the cooperative concept, the commitment in the implementation of Land Reform for Agricultural Development process and Comprehensive Agricultural Support Programme and commitment to Black Economic Empowerment.

The Koukamma Municipality is well suited for agricultural production with an annual rainfall of over seven hundred milliliters (700ml) and good sandy loam soils. Good weather conditions create a conducive environment for a variety of agribusiness enterprise and commodities such as dairy and deciduous fruit production whilst indigenous plants such as the honey bush tea, ferns and protea grow in the coastal belt. Furthermore, forestry and marine life is also prevalent within the coastal belt. According to the 2011 Statistics South Africa community survey, commercial agriculture contributes just over forty percent (40%) to the total local economy and it is the largest contributor in job creation at the Koukamma Local Municipality. Although there is a decline in production and output, between the years 2007-2011, the sector absorbs eight thousand seasonal workers alone during fruit harvest (Fruit SA: 2012). Furthermore, Fruit SA states that the Langkloof area of the Koukamma Local Municipality is the second largest producer of apples in the country, with over three (3) million trees planted that stretch over five thousand hectares (5 000 ha), (Fruit SA: 2012).

Milk South Africa (Milk SA) reports that in terms of volume the Koukamma area is the second highest producer of milk in the province and third highest in South Africa. (Milk SA: September 2012). Although the commercial agriculture is advanced, specific challenges affect the production levels and job creation opportunities. Key challenges within the commercial sector include the following: land claims and land reform, poor infrastructure (roads and rail) for economic development, debilitating farm facilities to enhance logistics and for agro-processing and high input costs such as labour, equipment and electricity. Whilst the commercial farming sector is advanced and has certain challenges, the emerging farming still lags far behind and is often limited to sustenance farming. The emerging farming sector has the following key challenges: government legislation: land restitution and agrarian reform, access to land, finance, knowledge, technology and critical skills and access to production stock and inputs. Key strategies have since been developed to support the declining commercial agriculture whilst providing much needed support for the emerging farming sector. To this end, the Koukamma Municipality (KKLM) has developed a detailed agricultural sector plan. The plan covers critical areas of development such as agricultural project development, the development of small scale forestry and fisheries projects as well the support packages for commercial agriculture.

4.2.1.2 TOURISM SECTOR PLAN

The White Paper on Local Government provides the context and the direction for the role of municipalities in economic development. The White Paper states that " Local Government is responsible for taking active steps to ensure that the overall economic and social conditions of thlocality are conducive to the creation of employment opportunities."

The National Framework for Local Economic Development in South Africa propagates that the private sector's existence and ability to produce competitive and generate greater levels of income and employment is dependent on an active state role in generating the appropriate and necessary conditions, stimulus and governance efficiencies. Economic development unit or similar entity. Without a comprehensive strategic economic framework in place to guide planning, local government will find it difficult to develop and implement sustainable initiatives that have a significant economic impact. Therefore this LED Strategy will provide the Kou-Kamma Local Municipality Local Municipality with the strategic framework it needs to implement initiatives that will fast track economic development in the region.

This framework for LED seeks to mobilise local people and local resources, within the framework of the PGDS and NSDP, to become competitive in the economic marketplace, both domestic and international. It supplements the range of current sectoral initiatives to deal with the challenge of employment creation. It intends to build a shared understanding of LED in South Africa and puts into context the role of local economies in the national economy. Local people to form commodoties which produces local food e.g. Local supply Chain. Organic Food can be produced by local entrepreneurs, selling to local traders in order to circulate money locally.

Objectives of the framework include:

- Build a shared understanding of LED in South Africa.
- Elevate the importance and centrality of effectively functioning local economies in growing the national economy.
- Reduce poverty more effectively through local level debates, strategies and actions.
- Improve community access to economic initiatives, support programmes and information.
- Improve the coordination of economic development planning and implementation across government and between government and non-government actors.
- Build greater awareness about the importance and role of localities which, globally are playing an increasingly significant role as points of investment, decision-making and development in a world where the global-local dynamics is emerging as a key hallmark.
- Grow the tourism economy by increasing the number of visitors and so increase the economic benefits of tourism to the area as a whole;

- Diversify the tourism industry to all sectors of the population, specially by assisting, supporting and promoting the development of emerging tourism entrepreneurs and SMME's, and community-based tourism products.
- Through good environmental and economic management the sector could grow into a driver of development in the region.

Tourism can be an important contributor to the informal economy and can provide opportunities for entrepreneurs and SMME's to enter the market. The Kou-Kamma tourism sector has all the characteristics of an area which has considerable growth potential which includes natural scenic beauty and bio-diversity.

The Kou-Kamma Responsible Tourism Sector Plan provides a full analysis of the tourism sector, its existing tourism products and tourism potential in the region. Most of the tourism products in the municipal area are located in the Tsitsikamma, with the rest of the municipality only minimally involved, special reference is made to the Langkloof area. Tourism attractions in the area include site seeing, adventure, shopping, local history, birding, hiking and fly fishing to mention but a few. Kou-Kamma has the potential for projects that involve the local community in tourism, especially in arts and crafts. There are currently informal traders in the area that could, as a tourism initiative, be linked with formal tourism establishments to promote the sale of products that are indigenous to the area.

The Responsible Tourism Guidelines promotes tourism development that minimise ecological impacts, benefits local communities and reduces poverty. For tourism development in the KKM to be successful, consideration must be given to the National Responsible Tourism Guidelines. The municipality is environmental sensitive and is home to many local communities. Responsible tourism development is therefore a priority to ensure the long term sustainability of the municipality as a tourism destination and alignment must be achieved at a provincial and district level. In addition it is important that economic development plans, social development plans, and environmental management plans on district and local level be consulted to achieve optimal alignment.

4.2.2 INTEGRATED HUMAN SETTLEMENT SECTOR PLAN

In tandem with the spirit and letter of the Constitution of the Republic of South Africa, and the national framework on integrated human settlement, Koukamma Municipality has consciously resolved to work in partnership with different role players, in particular the Department of Human Settlement in facilitating the provision of decent and quality shelter to its local communities. In this regard, Koukamma Municipality has undertaken a review of its integrated human settlement to address a range of factors which can be summed as:-

(a) To determine expressed demand and to declare such demand by intending to undertake housing consumer education / awareness and the housing voice, facilitate the implementation of the housing needs register and to ensure on going-management, as well as to engage the social welfare department and special programmes unit, in order, to cater for the child headed households and orphans.

(b) To scale up the delivery of subsidised housing to meet the demand through strategic planning and also conduct an annual environment analysis in order to review and revise annual integrated human settlement sector plan including to develop localised policies to create a more enabling environment and to manage the potential mushrooming of informal settlement.

(c) To integrate the existing information on delivered, planned and blocked projects into single project pipeline database with the system for regular updating, and also to plan projects that are aligned with the provincial housing sustainability criteria including submitting new projects to the Province for funding approval and technical support.

(d) To undertake a land identification and land packaging programme, land reform programme and to create a linkage with such programmes including undertaking feasibility studies on the identified land as well as state land on offer from the Department of Public Works which will enable preparation of a business plan for each parcel of land required in order to affect the acquisition and transfer of such land.

(e) Integrated Sustainable Rural Housing Delivery Programme (inclusive of farm worker accommodation) by defining a specific ISRHDP strategy that contains an analysis of the rural demand (including farm worker housing demand) and status quo and links it to a strategy that defines the needs and demands in terms of basic infrastructure, top structure and tenure and further links these to the mechanisms available to tackle the priority needs.

(f) Project development and management to package projects in terms of top structure, undertake procurement of contractors and to initiate project construction, and to undertake project management of all current running projects in order to ensure good quality and timely completion, and to continue to roll out existing projects and ensure that financing and systems are in place to initiate new priority projects including those within the ISRHDP strategy including a dedicated programme to close out blocked projects and to programme the rectification needs of the current projects.

4.2.3 WATER SERVICE DEVELOPMENT SECTOR PLAN

As the sole Water Services Authority (WSA) within its area of jurisdiction), Kou-kamma Municipality has a duty to all consumers, or potential consumers, in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water and sanitation services. In order to fulfil this duty, the Municipality must:

- Set water service level objectives
- Develop water resource plans
- Implement water conservation and demand management
- Manage bulk water and sanitation services
- Design and implement institutional arrangements and organisational support
- Exercise financial management

- Adopt tariff and related policies.

In complying with legislation as laid out in the Water Services Development Act, Act No. 108 of 1979 and in consensus with the Water Act, Act 36 of 10, Water Services 1998, and Water Services Authorities **must** produce an annual update of a Water Services Development Plan.

4.2.4 INTEGRATED WASTE MANAGEMENT PLAN

The overall objective of this strategy is to reduce the generation of waste and the environmental impact of all forms of waste and thereby ensure that the socio-economic development of South Africa, the health of the people and the quality of its environmental resources are no longer adversely affected by uncontrolled and uncoordinated waste management. The internationally accepted waste hierarchical approach was adopted of waste prevention/minimization, recycle/reuse, treatment and finally disposal. The strategy outlines the functions and responsibilities of the three levels of government and where possible, firm plans and targets are specified. During the development of the strategy a number of priority strategic initiatives were identified which were categorized into short-term (by the year 2004), medium-term (by the year 2008) and long-term (by the year 2012) initiatives.

Action plans have been developed for the short-term initiatives for integrated waste management planning, a waste information system, waste minimization and recycling, general waste collection, waste treatment and disposal, and capacity building, education, awareness and communication. A logical framework analysis approach was adopted to develop the Action Plans that analyzed the problems, stakeholders, and the risks to successful implementation followed by the development of outputs, activities, inputs and assumptions, as well as a proposed allocation of functions, roles, and responsibilities of the three levels of government. The roles and responsibilities in terms of the National Government Waste Management Strategy for local government include:
(i) Integrated waste management planning: Local government will be responsible for the compilation of general waste management plans for submission to provincial government.
(ii) Waste information system: Local government will be responsible for data collection.
(iii) Waste minimization: Local government will implement and enforce appropriate national waste minimization initiatives and promote the development of voluntary partnerships with industry.

4.2.5 INTEGRATED COASTAL MANAGEMENT SECTOR PLAN

Integrated coastal zone management (ICZM) or Integrated coastal management (ICM) is a process for the management of the coast using an integrated approach, regarding all aspects of the coastal zone, including geographical and political boundaries, in an attempt to achieve sustainability. This concept was born in 1992 during the Earth Summit of Rio de Janeiro. The specifics regarding ICZM are set out in the proceedings of the summit within Agenda 21, Chapter 17. The European Commission defines the ICZM as follows:-

ICZM is a dynamic, multidisciplinary and iterative process to promote sustainable management of coastal zones. It covers the full cycle of information collection, planning (in its broadest sense), decision making, management and monitoring of implementation. ICZM uses the informed participation and cooperation of all stakeholders to assess the societal goals in a given coastal area, and to take actions towards meeting these objectives. ICZM seeks, over the long-term, to balance environmental, economic, social, cultural and recreational objectives, all within the limits set by natural dynamics. 'Integrated' in ICZM refers to the integration of objectives and also to the integration of the many instruments needed to meet these objectives. It means integration of all relevant policy areas, sectors, and levels of administration. It means integration of the terrestrial and marine components of the target territory, in both time and space.

To further understand the idea of ICZM several aspects can be defined and further explained. The coastal zone, the concept of sustainability and the term integration all within a coastal management context can be individually defined, while the expectations and framework of ICZM can be further explained. This entry uses the example of the New Zealand national framework to illustrate ICZM.

Contents

Defining the Coastal Zone

Defining the Coastal zone is of particular importance to the idea of ICZM. But the fuzziness of borders due to the dynamic nature of the coast makes it difficult to clearly define. Most simply the coast can be thought of as an area of interaction between the land and the ocean. Ketchum (1972) defined the area as:

The band of dry land and adjacent ocean space (water and submerged land) in which terrestrial processes and land uses directly affect oceanic processes and uses, and vice versa.

Issues arise with the diversity of features present on the coast and the spatial scales of the interacting systems. Coasts being dynamic in nature are influenced differently all around the world. Influences such as river systems, may reach far inland increasing the complexity and scale of the zone. These issues make it difficult to clearly identify hinterlands and subscribe any subsequent management.

Whilst acknowledging a physical coastal zone, the inclusion of ecosystems, resources and human activity within the zone is important. It is the human activities that warrant management. These activities are responsible for disrupting the natural coastal systems. To add to the complexity of this

zone, administrative boundaries use arbitrary lines that dissect the zone, often leading to fragmented management. This sectored approach focuses on specific activities such as land use and fisheries, often leading to adverse effects in another sector.

The importance of the Coastal Zone and the need for management

The dynamic processes that occur within the coastal zones produce diverse and productive ecosystems which have been of great importance historically for human populations. Coastal margins equate to only 8% of the world's surface area but provide 25% of global productivity. Stress on this environment comes with approximately 70% of the world's population being within a day's walk of the coast. Two-thirds of the world's cities occur on the coast.

Valuable resources such as fish and minerals are considered to be common property and are in high demand for coastal dwellers for subsistence use, recreation and economic development. Through the perception of common property, these resources have been subjected to intensive and specific exploitation. For example; 90% of the world's fish harvest comes from within national exclusive economic zones, most of which are within the sight of shore. This type of practice has led to a problem that has cumulative effects. The addition of other activities adds to the strain placed on this environment. As a whole, human activity in the coastal zone generally degrades the systems by taking unsustainable quantities of resources. The effects are further exacerbated with the input of pollutant wastes. This provides the need for management. Due to the complex nature of human activity in this zone a holistic approach is required to obtain a sustainable outcome.

The concept of sustainability

The concept behind the idea of ICZM is sustainability. For ICZM to succeed, it must be sustainable. Sustainability entails a continuous process of decision making, so there is never an end-state just a readjustment of the equilibrium between development and the protection of the environment. The concept of Sustainability or sustainable development came to fruition in the 1987 report of the World Commission on Environment and Development, Our Common Future. It stated sustainable development is "to meet the needs of the present without compromising the ability of future generations to meet their own needs".

Highlighted are three main standpoints which summarize the idea of Sustainable development, they are:

- Economic development to improve the quality of life of people
- Environmentally appropriate development
- Equitable development

To simplify these points, sustainability should acknowledge the right of humans to live a life that is healthy and productive. It should allow for equal distribution of benefits to all people and in doing so protect the environment through appropriate use.

Sustainability is by no means a set of prescriptive actions, more accurately it is a way of thinking. Adapting this way of thinking paves the way for a longer-term view with a more holistic approach, something successful ICZM can achieve.

Expectations of ICZM

As previously stated, for ICZM to be successful it must adhere to the principles that define sustainability and act upon them in ways that are integrated. An optimal balance between environmental protection and the development of economic and social sectors is paramount. As part of the holistic approach ICZM applies, many aspects within a coastal zone are expected to be considered and accounted for. These include but are not limited to: the spatial, functional, legal, policy, knowledge, and participation dimensions. Below are four identified goals of ICZM:

- Maintaining the functional integrity of the coastal resource systems;
- Reducing resource-use conflicts;
- Maintaining the health of the environment;
- Facilitating the progress of multisectoral development

Failure to include these aspects and goals would lead to a form of unsustainable management, undermining the paradigms explicit to ICZM.

Defining Integration

The term 'integration' can be adopted for many different purposes, it is therefore quite important to define the term in the context of the management of the coastal zone to appreciate the intentions of ICZM. Integration within ICZM occurs in and between many different levels, 5 types of integration that occur within ICZM, are explained below;

Integration among sectors: Within the coastal environment there are many sectors that operate. These human activities are largely economic activities such as tourism, fisheries, and port companies. A sense of co-operation between sectors is the main requirement for sector integration within ICZM. This comes from the realisation of a common goal focused around sustainability and the appreciation of one another within the area.

Integration between land and water elements of the coastal zone: This is the realisation of the physical environment being a whole. The coastal environment is a dynamic relationship between many processes all of which are interdependent. The link must be made between imposing a change on one system or feature and its inevitable 'flow on' effects.

Integration among levels of government: Between levels of governance, consistency and co-operation is needed throughout planning and policy making. ICZM is most effective where initiatives have common purpose at local, regional, and national levels. Common goals and actions increase efficiency and mitigate confusion.

Integration between nations: This sees ICZM as an important tool on a global scale. If goals and beliefs are common on a supranational scale, large scale problems could be mitigated or avoided.

Integration among disciplines: Throughout ICZM, knowledge should be accepted from all disciplines. All means of scientific, cultural, traditional, political and local expertise need to be accounted for. By including all these elements a truly holistic approach towards management can be achieved.

The term integration in a coastal management context has many horizontal and vertical aspects, which reflects the complexity of the task and it proves a challenge to implement.

ICZM Framework

Management must embrace a holistic viewpoint of the functions that makeup the complex and dynamic nature of interactions in the coastal environment. Management framework must be applied to a defined geographical limit (often complicated) and should operate with a high level of integration. Due to the diverse nature of the world's coastline and coastal environments, it is not possible to create a framework that is 'one-size-fits-all.' Different activities, interests and issues also complicate matters. So management will always be unique to countries, regions and ultimately on a local scale.

A common thought process and decision making framework however, can be fairly uniform as a part of ICZM around the world. To achieve the principles set out in sustainable types of management a step by step process can be adhered to.

Firstly, issues and problems need to be identified and assessments of these need to be quantified. This first step will include integration between government, sectoral entities and local residents. The assessments also have to be broad in their application. Once the issues and problems have been identified and weighted, an effective management plan can be made. The plan will be specific to the area in question. Thirdly, the adoption of the plan can be carried out. They can be legally binding statutory plans, strategies or objectives which are generally quite powerful or they can be non-statutory processes and can act as a guide for future development. This duality is largely beneficial as the future can be taken into account, but still provide for a firm stance based in the present. The fourth step is implementation, this active phase includes; law enforcement, education, development etc. The implementation activities will be of course, be as unique as their environments and can take many forms. The last phase is evaluation of the whole process. The principles of sustainability mean that there is no 'end state.' ICZM is an ongoing process which should constantly readjust the equilibrium between economic development and the protection of the environment. Feedback is a crucial part of the process and allows for continued effectiveness even when a situation may change.

At the Conference of the Plenipotentiaries on the ICZM Protocol that took place on 20-21 January 2008 in Madrid, the ICZM Protocol was signed. Under the presidency of the Minister of Environment of Spain, H.E. Ms. Cristina Narbona Ruiz, fourteen Contracting Parties of the Barcelona Convention signed the Protocol. These are the following: Algeria, Croatia, France, Greece, Israel, Italy, Malta, Monaco, Montenegro, Morocco, Slovenia, Spain, Syria and Tunisia. All other Parties announced to do so in the very near future. This is the 7th Protocol in the framework of the Barcelona Convention, and the decision to approve the draft text and recommendation to the Conference of the Plenipotentiaries to sign it was taken at the 15th Ordinary Meting of the Contracting Parties during their meeting in Almeria, on 15-18 January 2008. All the parties are convinced that this Protocol is a crucial milestone

in the history of MAP(UNEP/MAP). It will allow the countries to better manage their coastal zones, as well as to deal with the emerging coastal environmental challenges, such as the climate change.

The ICZM Protocol is a unique legal instrument in the entire international community and the Mediterranean countries are proud of this fact. They are willing to share these experiences with other coastal countries of the world. The signing of the Protocol came after six years of dedicated work of all the Parties.

In September 2012, Croatia and Morocco ratified the Protocol, which brings the number of ratifications to 9 (Slovenia, Montenegro, Albania, Spain, France, European Union, Syria, Croatia, Morocco).

A road-map for the implementation of the ICZM Process, prepared by the Priority Action Programme (PAP/RAC) is available on the Coastal Wiki platform of the PEGASO and ENCORA projects: ICZM Process.

Constraints of ICZM

Major constraints of ICZM are mostly institutional, rather than technological.The 'top-down' approach of administrative decision making sees problematisation as a tool promoting ICZM through the idea of sustainability. Community-based 'bottom-up' approaches can perceive problems and issues that are specific to a local area. The benefit of this is that the problems are real and acknowledged rather than searched for to fit an imposed strategy or policy. Public consultation and involvement is very important for current 'top-down' approaches, as it can incorporate this 'bottom-up' idea into the policies made. Prescriptive 'top-down' methods have not able to effectively address problems of resource utilization in poor coastal communities as perceptions of the coastal zone differ with regard to developed and developing countries. This leads on to another constraint to ICZM, the idea of common property.

The coastal environment has huge historical and cultural connections with human activity. Its wealth of resources have provided for millennia, with regard to ICZM how does management become legally binding if the dominant perception of the coast is of a common area available to all? And should it? Enforcing restrictions or change to activities within the coastal zone can be difficult as these resources are often very important to people's livelihoods. The idea of the coast being common property fouls 'top-down' approaches. The idea of common property itself is not all that clean, This perception can lead to cumulative exploitation of resources – the very problem this management seeks to extinguish.

New Zealand is quite unique as it uses sustainable management within legislation, with a high level of importance placed on to the coastal environment. The Resource Management Act (RMA) (1991) promoted sustainable development and mandated the preparation of a New Zealand Coastal Policy Statement (NZCPS), a national framework for coastal planning. It is the only national policy statement that was mandatory. All subsequent planning must not be inconsistent with the NZCPS, making it a very important document. Regional authorities are required to produce Regional coastal policy plans under the RMA (1991) but strangely enough, they only need to include the marine environment seaward of the

mean high water mark. But many regional councils have chosen to integrate the 'dry' landward area within their plans, breaking down the artificial barriers.This attempt at ICZM is still in its early days running into many legislative hurdles and is yet to achieve a fully ecosystems-based approach. But as part of ICZM, evaluation and adoption of changes is important and ongoing changes to the NZCPS in the form of reviews is currently happening. This will provide an excellent stepping stone for future initiatives and the development of a fully integrated form of coastal managemen

Preparation of comprehensive management plans for optimum utilization of existent sources and potentials in all developed and developing countries is one of the appropriate approaches for constant and permanent utilization of natural, human and financial sources. The versatility of natural sources in coastal areas has made private and governmental users and investors to participate in this section to gain the utmost profits. Therefore, the necessity of preparation and implementation of management plans for perpetual utilization of existent sources in coastal areas has become inevitable. Iran, possessing some 6000 km of coastline in north and south, owns abundant economic capacities in coastal zones and regarding the versatility of nature and coast operators and management of coastal activities and operations, necessity of attention to Integrated Coastal Zone Management becomes more significant. Such necessity has gained its legal support through ratification of arrangements no. 40 from transportation chapter of third and article no. 63 of fourth economic, social and cultural economic schedule and its executive regulations. The General Director of coasts and ports engineering of Ports and Maritime Organization was detailed to take the studies of ICZM into consideration. The first phase of these studies began in spring 2003 and was fulfilled in autumn 2006. The outcome of this phase was compilation of following reports accomplished by several national and international skilled consultants: 1- Project Methodology 2- Scrutinized scope of services related to studies 3- Investigation of studies' needs and project preparation and performance 4- Study, definition and determination of Iranian coastal zones boundaries 6- Investigation of International concepts, methods and experiences about Integrated Coastal Zone Management 7- Study and investigation of different features of Integrated Coastal Zone Management in Iran 8- Preparation and designation of geographic database 9- Purchasing and preparing basic data The second phase of studies started up in autumn 2005 and since then this phase has been fully accomplished and presented, In which six competent Iranian consultants with some cooperation of international consultants are responsible for preparing the eleven results of second part of the studies

The European Parliament and the European Council "adopted in 2002 a **Recommendation** on Integrated Coastal Zone Management which defines the principles sound coastal planning and management. These include the need to base planning on sound and shared knowledge, the need to take a long-term and cross-sector perspective, to pro-actively involve stakeholders and the need to take into account both the terrestrial and the marine components of the coastal zone"

4.2.6 DISASTER MANAGEMENT SECTOR PLAN

South Africa is susceptible to a range of hazards, both natural and technological, which have the capacity to impact significantly on national and municipal development strategies and initiatives. The sustainability of such initiatives will therefore depend very much on how successfully risks associated with these hazards can be managed. This Disaster Management Plan has been developed by Cacadu District Municipality Disaster Management Centre, with significant input from the Koukamma

Municipality Disaster Management Advisory Forum. The plan provides a framework through which a holistic and comprehensive risk management can be undertaken within the local municipality. The focus, as required by the Disaster Management Act 57 of 2002, and within the legislated disaster management framework, is on minimizing the effects of hazards on local communities by ensuring a co-ordinated effort in risk management within the Koukamma Municipality utilizing partnerships of Provincial Government, District and non- governmental bodies with a responsibility or capacity in disaster risk management and emergency response.

This plan has been designed around the identified risks, identified during risk assessment process. The plan outlines the disaster management framework of Cacadu District Municipality and further identifies the risk environment for Koukamma Municipality including outlining the key institutional and programming components relative to effective risk management and emergency response. The plan is not designed to usurp the incident management responsibilities of the various emergency services or other organizations within the community that respond to events which fall within their normal daily activities. Instead the plan is designed to enhance the capacity of the emergency services to more effectively plan for and respond to emergency situations. This is achieved through the combined processes of hazard and risk analysis, which provides more realistic base information upon which to frame operational plans and procedures. The plan is a dynamic document which may be extended in the future to incorporate any additional risk treatment options as they are identified following formal hazard and risk analysis. The plan will also be amended in line with changes in the legislation and current best practice, and to reflect lessons learnt from the impact of hazards and other disaster situations that may rise.

4.2.7 SPECIAL PROGRAMME SECTOR PLANS

4.2.7.1 PEOPLE LIVING WITH DISABILITIES SECTOR PLAN

The Preamble to our Constitution indicates our commitment to the attainment of social justice and the improvement of the quality of life for everyone. The Constitution declares the founding values of our society to be "human dignity, the achievement of equality and the advancement of human rights and freedoms". The Bill of Rights (Chapter 2 of the Constitution) highlights equality of all persons. It specifically mentions the right to equality and non-discrimination against persons on the grounds of disability (Section 9(2-3)). These rights and values provide a solid rationale and basis for Local Government to prioritize the area of disability for action within their core mandate.
Despite legislative imperatives, barriers such as widespread ignorance, fear and stereotypes have resulted in people with disabilities being unfairly discriminated against in society and in employment. The implementation of policies has had a marginal impact on the lives of the majority of people with disabilities in South Africa.

The Disability Framework for Local Government was develop with the aim of supporting and enabling local government to implement the Integrated National Disability Strategy (INDS)and other government policies on disability as an integral part of the local government mandate.

The primary objective of this framework is to support and facilitate the mainstreaming of disability issues into all policies, plans, programmers and activities of local government, thus significantly helping to enhance the quality of life and foster the full participation and empowerment of men, women, youth, the elderly and children with disabilities in all spheres of life.

The framework is made up of six parts:
Part one of the framework looks at the principles, objectives and outcomes of the framework which are aligned to the INDS, the National Disability Policy Framework and the United Nations Convention on the rights of Persons with Disabilities. It also touches on the on the rationale for developing the framework, prevalence of disability in South Africa and the status of disability mainstreaming in local government.
Part two focuses on legislative instruments that inform the framework. It makes reference to international, regional, national and local instruments. Instruments such as the UN Conversation on the Rights of Persons with Disabilities and the South African Constitution are quoted as the man instruments that guarantee equality and prohibit discrimination on several bases, including disability.
Part three outlines five key performance areas mainstreaming disability in local government, both internally and externally.
The key performance areas are:

- Municipal transformation and organizational development
- Basic service delivery and infrastructure
- Local economic development
- Municipal financial viability; and
- Public Participation and good governance

Part four gives guidance on what should be done, when and by whom. It clearly highlights some of the measurable objectives, activities, indicators, and timeframes per key performance area of local government. It provides examples of how the disability Framework can be translated into practice.
Part five address Monitoring and Evaluation and includes checklist linked to implementation tables in the framework. It further presents key activities and targets/indicators that should be assessed in order to determine progress (or lack of it) in the implementation of policies and strategies that are informed by this Disability Framework.

4.2.8 HIV AND AIDS SECTOR PLAN

Effective response to the impact of the HIV and AIDS pandemic in our widespread, sparsely populated district requires a well-co-ordinated and coherent approach that is informed by the practical experiences of the various stakeholder and role-players in the District and elsewhere in our Province. According to the Framework for an Integrated Local Government response to HIV& AIDS; Local Municipalities are expected to:

- Ensure that HIV and AIDS is effectively mainstreamed in the Local Municipality's IDP Support and capacitate the Local Aids Council; HIV and AIDS community level engagement and

- Co-ordinate the processes of engagement between partners in the response to HIV and AIDS in the Koukamma area jurisdiction, in order to achieve the specific objectives.

The strategic role of the Koukamma Municipality is clearly that of co-ordination and facilitation of the defined community responses. The purpose of the Koukamma Plan document is to guide, inform and co-ordinate the plans and implementation of the Koukamma Local Aids Council and all the local stakeholders in their reduction of the spread and socio-economic impact of the HIV and AIDS pandemic. The Koukamma HIV and AIDS Plan 2012 – 2016 seeks to:

- Ensure that sectors within the jurisdiction of the Koukamma Local Municipality share a common vision and strategic approach, in response to the spread and the impact of the pandemic;
- Develop practical, cost effective and realistic implementation approaches that will assist in ensuring the reduction of new infections;
- Ensure the mobilisation and identification of roles and responsibilities of various sectors and role-players in the shared fight against HIV and AIDS;
- Systematically identify challenges and areas with priority needs;
- Collaboratively work towards the successful integration of programmes;
- Engage and empower communities for prevention, care and support of infected and effected people , especially those on the farms; and
- Ensure commitment of all stakeholders to achieve the defined HIV and AIDS programme objectives.

The principles guiding the implementation of the Koukamma Municipality HIV& AIDS Plan 2012 - 2016 are in keeping with the imperatives of the Constitution, the principles outlined in the National Strategic Plan, the Framework Integrated Local Government to HIV& AIDS; and Batho Pele/ Abantu Kuqala. These Guiding Principles are:

- **Supportive Leadership**: The Koukamma Local Municipality Plan will be driven by the Koukamma Municipality elected leadership, with the support of leaders from sectors.
- **Leadership Role of Government**: The effective implementation of the Koukamma Local Municipality Plan and the attainment of its goals depend on effective government leadership in resource allocation, development capacity building and effective co-ordination of all programmes and interventions.
- **Greater Involvement of People Living with HIV**: There must be meaningful involvement of people living with HIV in all aspects of the national response.
- **Young People (aged 15-24) as a Priority Group for HIV prevention**: the trend of the HIV epidemic can be reversed if young people are informed inspired and empowered to change

their behaviour and reduce their risk. In all interventions there must be a special plan for reaching young people and actively involving them in planning and implementing activities.

- **Effective Communication**: Clear and on-going communication with partners and stakeholders of civil essential tool for the attainment of the aims of plan.
- **Effective Partnership:** All spheres of government and stakeholders of civil society shall be effectively involved in the Koukamma AIDS programme.
- **Promoting Social Values and Cohesion:** The national movement on moral regeneration and values promotion shall be enhanced to support sustainable behavioural change in Koukamma Local Municipality.
- **Tackling Inequality and Poverty**: The Koukamma IDP affirm government's programmes and measures to ensure progressive realisation of rights to education, health care services and social security for all people of our area. HIV and AIDS interventions will be implemented in a way that complements and strengthens other developmental programmes.
- **Promoting Equality for Women and Girls**: The Koukamma Local Municipality Plan recognises the particularly vulnerable position of women and girls to HIV/AIDS and its social impact. It commits to prioritising interventions focussing on the causes of gender inequality, and the horrific impact that HIV has on many women and girls.
- **Protecting and Respecting Children**: The impact of HIV on the rights of children is enormous. Respect for the best interests of the child dictates that children's rights and needs must be at the forefront of all interventions for HIV prevention, treatment and support.
- **Recognising Disability**: The Koukamma Local Municipality Plan recognises the special needs and diversity of disability rights as human rights and recognises disability as a social and developmental issue.
- **Challenging Stigma**: The stigma against people with HIV undermines dignity and hinders an effective response to HIV and AIDS. We are committed to ending all stigmas by creating knowledge and competence about HIV especially within our communities.
- **Ensuring Equality and Non-discrimination against marginalised groups**: The Koukamma Local Municipality Plan committed to challenge discrimination against groups of people who are marginalised including people with disabilities, orphans, refugees, asylum seekers, foreign migrants, sex workers, men who have sex with men, intravenous, drug users, and older persons. All these groups have a right to equal access to intervention for HIV prevention treatment and support.

- **Personal Responsibility**: Every person in Koukamma Local Municipality has a responsibility to protect themselves and others from HIV infection, to know their status and to seek appropriate care and support.
- **Community Building Leadership**: Local programmes shall be informed and owned by local communities and their leaders.
- **Using Scientific evidence**: The interventions outlined in the Koukamma Local Municipality plans shall be evidence informed based on effective research and credible information.
- **Strengthening Care Systems**: Strengthening of Health and social systems and organisational capacity of NGO's, FBO's and CBO's is central to effective implementation.
- **Accessibility**: All essential commodities including prevention technologies, medicines, diagnostics tools, nutritional and food supplements shall be made affordable and accessible to people by the District in our area.
- **Monitoring Progress**: All interventions shall be subject to effective monitoring and evaluation.
- **Financial Sustainability**: No credible, evidence- based costed HIV and AIDS and STI sector plan should go unfunded. There should be predictable and sustainable financial resources for the implementation of all interventions. Additional resources from development partners shall be harmonised to align with policies, priorities and fund programme and financial gaps.

4.8 PERFOMANCE MANAGEMENT FRAMEWORK

4.8.1 Organisational Performance

Performance management in Local Government begins essentially with the need to ensure the realization of the IDP and the continued improvement in the standard of performance of the Koukamma Local Municipality as a whole through the following interventions:-

- Increased accountability and transparency
- Provision of a platform for learning and development
- Facilitation of decision making through the clarification of goals and priorities
- Provision of early warning signals highlighting underperformance
- Continual assessment of the performance of the Municipality so as to assess areas requiring improvement
- Creation of a culture of performance of the Municipality amongst all officials

The function of performance management and its use by officials thereof is regulated by the following legislation:-

- The Municipal Systems Act (32/2000)
- The Municipal Planning and Performance Management Regulations (2001)
- The Municipal Finance Management Act (56/2003)
- The Municipal Performance Regulations for Municipal Managers and Managers directly Accountable to Municipal Managers (2006)

Legislation states that key performance indicators and targets must be formulated and delegated to posts within the municipality. These indicators pin-point areas of focus for each financial year as developed through the process of public participation. Essentially they are derived both from the projects listed in the IDP and also from needs identified in the Institutional plan following hereafter. In addition to the indicators developed through the IDP process, the Municipal Planning and Performance Management Regulations also stipulate a set of national KPIs which must also be included where applicable.

Once approved, the IDP is married with the budget in a document called the Service Delivery and Budget Implementation Plan (SDBIP) which provides a workable management tool from which to operate under and monitor progress. The utilization of the SDBIP is how institutional performance management is monitored. The SDBIP is then transformed into a personalized performance management system for each and every official through the delegation of activities included in the SDBIP, and as agreed in individual performance plans. As every activity of the KKM is attached to an official who is responsible for its conclusion, one can see that institutional performance is inseparable from Individual performance. For KKM to succeed in its objectives, it depends on the performance of each employee. Through a system of quarterly reviews, performance of each individual is monitored to ensure that progress remains in line with what was originally planned in the IDP. The final result is fed back to the community via the annual report. The scope of performance management is required to cover the following three areas, thus spanning all activities under the control of the Municipality:

- The Municipality as an organization and all its employees
- All entities reporting to the Municipality

- All service providers contracted by the Municipality

4.8.2 Individual Performance Agreements (Financial Year 2012/2013)

For the current financial year, all Section 57 Managers have signed the performance agreements as shown below:-

- Municipal Manager
- Director Strategic Planning and LED
- Director Corporate Services
- Chief Finance Officer
- Director Technical and Infrastructure Services
- Director Community Services

4.9 THE SDBIP

The service delivery and budget implementation plan (SDBIP) for 2012/13 translates the development objectives, strategies and priorities into practical, specific and measurable interventions in the form of projects, be they in-house interventions or otherwise. The projects contained therein are a derivative of the objectives and strategies of Kou-kamma Municipality as contained within Chapter 3. A detailed or comprehensive service delivery and budget implementation plan for the 2012/2013 financial year of Koukamma Municipality is attached as Annexure H.

4.10 INSTITUTIONAL PLAN

4.10.1 Overview

Governance is the set of structures, processes and policies, used to direct, guide, administer and control an organisation, in achieving its objectives. Key elements of good governance principles relate to honesty, integrity, openness, trust, performance orientation, responsibility and accountability, mutual respect, and commitment. The 2009 King Report on Governance for South Africa, and the King Code of Governance Principles 2009 - together referred to as King III - offers guidance on good governance principles and practices. It emphasises the importance of an inclusive approach to governance as such inclusivity of stakeholders is essential to achieving sustainability and the legitimate interests and expectations of stakeholders must be taken into account in decision making and strategy.

The philosophy of King III revolves around leadership, sustainability and corporate citizenship:-

- Leadership is characterised by the ethical values such as: responsibility, accountability, fairness and transparency and based on moral duties that find expression in the concept of Ubuntu. Responsible leaders direct organisation strategies and operations with a view to achieving sustainable economic, social and environmental performance.

- Sustainability requires that the organisation conducts its operations in a manner that meets existing needs without compromising the ability of future generations to meet their needs. It means having regard to the impact that operations have on the economic life of the community in which it operates. Sustainability includes environmental, social and governance issues.
- Corporate citizenship implies an ethical relationship of responsibility between the organisation and the society in which it operates. As a responsible corporate citizen, the organisation should protect, enhance and invest in the wellbeing of the economy, society and the natural environment.

Effective governance is recognized by the Koukamma Local Municipality as a critical factor in achieving sustainable success, anticipating needs and goals, and assigning accountability. Koukamma Municipality is, therefore, committed to upholding the highest standards of governance and ethical conduct. The Koukamma Municipality provides oversight of the municipality affairs and constantly strives to improve and build on the already strong governance practices.

4.10.2 Processes, Structures and Policies

The processes, structures and policies of Kou-Kamma Municipality have been developed in a manner that ensures compliance with laws and regulations and further provide clear lines of authority and responsibility for decision-making and accountability, which also include but not limited to:-

- Ethical leadership and corporate citizenship
- Council, Councillors
- Management and staff

Council is vested with the responsibility to oversee the performance of their respective municipality, as required by the Constitution, the Municipal Finance Management Act
(MFMA) and Municipal Systems Act (MSA). This oversight responsibility of council is particularly important for the process of considering annual reports.

The MFMA and MSA recognise that council has a critical role to play to ensure better performance by municipal departments and entities. There now exists an explicit linkage between the strategic goals, set by council through the IDP, which are translated into the budget, and the delivery of those goals, which is reported in the Annual Report. It is important for council to ensure that the budget gives effect or expression to priorities contained in the IDP. A good budget will lay a basis for better oversight and cement the contracts between the council, the administration and the public. The MFMA gives effect to financial management reforms that place greater service delivery responsibilities on managers and makes them more accountable for performance. The council is vested with the power and responsibility to oversee administration.

4.10.3 Separation of Roles

The separation of roles between the council and administration is intended to strengthen the oversight function of councillors. Good governance and effective oversight and accountability are predicated on

there being this separation of functions. It is fundamental for the achievement of the objects for local government in the Constitution relating to a democratic and accountable system of local government. Council oversees the performance of the administration through council and committee meetings. The mayor provides the link between the council and administration and is responsible for regular monitoring and for tabling reports before the council. Therefore, the administration is responsible for the day-today operations. The MFMA gives council a number of financial management tasks to fulfil its oversight role, and the approval of an oversight report is one of its responsibilities.

(a) Audit Committee

In terms of providing technical capacity, it is a legislative requirement that an audit committee be established which considers the Auditor General's report and its implications for internal risk management, amongst other responsibilities. The purpose and objective of the audit committee is to advise the municipal manager on a range of strategic areas, namely:-

- Financial reporting process
- Systems of internal control
- Audit process
- Advise the and council on matters relating to internal control and performance as set out in section 166 of the Municipal Finance Management Act and the process for monitoring compliance with approved procedures and systems.

(i) Financial Statements

Ensure that all financial reports are complete and consistent with the information required.
Review financial reports with management and the external auditors, before filing with regulators.

(ii) Internal Control

Ensure the effectiveness of the council's internal control over annual and interim financial reporting, including information technology security and control. Understand the scope of internal and external auditor's review of internal control, and obtain reports on significant findings with specific reference to the safeguarding of assets, accounting records and the maintenance of effective internal control systems.

(iii) Internal Audit

Review with management the charter, plans, activities, staffing organisational structure of the internal audit activity. Ensure there are no unjustified restrictions or limitations. Review the effectiveness of the internal audit activity, including compliance with the Institute of Internal Auditor's Standards for the Professional Practice of Internal Auditing. On a regular basis, meet separately to discuss any matters that the committee or auditors believe should be discussed privately.

(iv) External Audit

On a regular basis, meet with the external auditors to discuss any matters that the committee or external audit believes should be discussed privately.

(v) Compliance
Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of investigations, follow-ups and (including disciplinary action) of any instances of non-compliance. Review the findings of any examinations by regulatory agencies, and any auditor observations. Review the process for communicating the code of conduct to council personnel and for monitoring compliance therewith. Obtain regular updates from management and legal counsel regarding compliance matters. Assess the reliability of performance information reported and commission in-depth performance investigations where there is continued poor performance. Evaluate the committee's performance on a regular basis. Submit a performance audit report to council at least twice a year. Institute and oversee special investigations as needed. Review and assess the adequacy of the committee charter annually, requesting executive committee approval for proposed changes. Confirm annually that all responsibilities outlined in this charter have been carried out. Section 14(4) (a) (iii) of the Local Government Municipal Planning and Performance Management Regulations requires that the audit committee submit a report to the Municipal Council at least twice a year, regarding the Performance Management System.

(vi) General
In fulfilling its role and in carrying out its duties and responsibilities, the audit committee may conduct such investigations and seek from any employee or councillor such information as it considers necessary to enable it to fulfil its functions, and all employees and councillors are required to co-operate with any request made by the audit committee. The committee must consider and recommend improvements in financial control and accounting systems as well as assess extraordinary items or abnormal disclosures with specific reference to:-

- The annual financial statements
- Accounting policies and practices
- Specific strategic reports
- External audit procedure
- The annual external audit report before submission to the relevant committee
- All internal audit activity
- Compliance with law, audit and accounting standards
- Reports of the Head: Investigations

(vii) Internal Audit
All municipalities must ensure that a fully functional, effective and efficient internal audit function is established, and maintained. It is essential for monitoring the effectiveness of risk management within the municipal entity. In terms of best practice, the internal audit is an independent, objective assurance and consulting activity to add value and improve the organization's operations. It adds a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes in the municipality. The MFMA requires that the system of internal audit is under control and direction of an audit committee. Internal audit must report at the audit committees, and have unrestricted access to the chairperson of the municipal entity and the audit committee.

(viii) Information Technology Governance

Information technology governance is a framework for implementing policies, business processes, and internal controls to effectively support all the services that an IT unit provides. IT governance seeks to improve the value of business operations, rationally prioritize project requests, and measure the IT organisational performance.

(viiii) Performance Measurement

Performance measurement demonstrates how well the departments accomplish their objectives and identify under-performing areas. Performance measurement allows for continual organizational improvement.

(x) Municipal Public Accounts Committee (MPAC)

Koukamma Municipality has established a Municipal Public Accounts Committee (MPAC) in accordance with the legislative prescripts as well as in compliance with the guidelines issued by the National Treasury in promotion of good governance and best practices. The lack of effective oversight can be attributed in some measure to the absence of an oversight body like MPAC at local government level or its failure to effectively function, where it exists. Koukamma Municipality is not an exception to this challenge as it recently was confronted by the weaknesses in the functioning of its MPAC which nearly watered-down its oversight responsibility however the matter has since been rescued as of now. It is against this background that the functioning of MPAC remains critical and as Koukamma Municipality, we have decided to incorporate its performance into the IDP, to ensure that we improve governance record as well as accountability. In addition, the reporting lines of MPAC require, at all times, close monitoring through the Office of the Speaker to ensure observation of separate roles and responsibilities of the structures of Council, as well as avoid any potential ambiguity or tension due to blurred lines of authority and accountability.

As a MPAC performs an oversight function on behalf of council it is not a duplication of, and must not be confused with the audit committee. The audit committee is an independent advisory body that advises council and the executive on financial and risk matters and can act as an advisory body to MPAC. The primary function of MPAC is to help council to hold the executive and the municipal administration to account and to ensure the efficient and effective use of municipal re will do this by reviewing public accounts and exercising oversight on behalf of the Council. The committee must examine:

- financial statements of all executive organs of council
- any audit reports issued on those statements
- any reports issued by the AG on the affairs of any municipal entity
- any other financial statements or reports referred to the committee by council
- the annual report on behalf of council and make recommendations to council thereafter
- may report on any of those financial statements or reports to council
- may initiate and develop the annual oversight report based on the annual report
- may initiate any investigation in its area of competence

- must perform any other function assigned by resolution of council

When the committee examines the financial statements and audit reports of a municipality or municipal entity, it must take into account the previous statements of and reports of the entity and report on the degree to which shortcomings have been rectified; The committee must monitor the extent to which its recommendations and that of the AG are carried out; The outcomes and the resolutions of the deliberations of this committee must be reported to council and made public; and It must enhance the accountability process by ensuring that there is objective political oversight, which allows for public involvement and comments in addition to other established governance committees, such as the finance portfolio committee and the independent audit committee.

(xi) Human Resources
An important component for the development of effective and efficient human resources is continuous Organisational Development and Training plan which seeks to enhance service delivery with efficient institutional arrangements through the following three strategies:

- Development and implementation of institutional frameworks and business systems;
- Implementation of human capital management systems and processes to enhance staff alignment with business needs and improve staff morale and performance.
- Implementation of efficiency gains interventions through business improvement initiatives.

(xii) Financial Management
The management of key financial and governance areas will be achieved by focusing on the following:

- Ensuring a high level of financial management in order to contribute toward an unqualified audit opinion;
- Ensuring a high standard of financial management by reducing the amount of money owed to the KKM; and

(xiii) Spending budgets to maximise delivery
The annual budget of Koukamma Municipality is made up of two parts: an operating budget and a capital budget. The capital budget is set aside for spending on infrastructure and services such as roads, stormwater drainage, water, sanitation, electricity and other utilities and services that Koukamma Municipality needs in order to function, grow, and offer opportunities for its residents. The budget is based on the income that Koukamma Municipality expects to derive from rates, service charges and grants including subsidies where applicable.

4.11 FINANCIAL PLAN

The IDP laid a foundation that informed the 2013/2014 budget process including the engagement with the local stakeholders as well as the operations of the budget steering committee to ensure integration and alignment of the service delivery priorities and budget availability and allocation in accordance with Section 53 (i) (a) of the MFMA which states that the Mayor of a municipality must provide political guidance over the budget process and the priorities that must guide the preparation

of the budget. Budgeting is primary about prioritizing objectives to be achieved due to limited funding available.

5. CHAPTER FIVE

5.1 CONCLUSION

The draft IDP Review of Koukamma Municipality serves as a basis for further engagement with the different role players ranging from sector departments, ward committees, community development workers, civil society formations, business community organisations including non-governmental organisations and local communities, though not limited to. This draft IDP Review of Koukamma Municipality is not exhaustive however constitutes a comprehensive reflection on the situational analysis conducted, review of organisational vision, mission and values including strategic objectives and priorities at national, provincial, district and local levels. The draft IDP Review of Koukamma Municipality will be further subjected to public engagement in the beginning of 2013 wherein a circulation or distribution will be made to all the key stakeholders for scrutiny and comments with an intention to emerge with a more consultative document that represents the aspirations and interests of the people of Koukamma. In addition, the IDP Review Document will further be aligned to the budget planning processes and financial allocation or resources for the financial year 2013/2014 and also aligned to the medium-term expenditure revenue framework over the next three financial years in tandem with the Municipal Finance Management Act, (Act 56 of 2003).

ANNEXURES

ANNEXURE A: SPATIAL DEVELOPMENT FRAMEWORK

ANNEXURE B: LOCAL ECONOMIC DEVELOPMENT STRATEGY

ANNEXURE C: AGRICULTURAL DEVELOPMENT PLAN

ANNEXURE D: TOURISM DEVELOPMENT PLAN

ANNEXURE E: INTEGRATED HUMAN SETTLEMENT PLAN

ANNEXURE F: WATER SERVICE DEVELOPMENT PLAN

ANNEXURE G: INTEGRATED WASTE MANAGEMENT PLAN

ANNEXURE H: DISASTER MANAGEMENT DEVELOPMENT PLAN

ANNEXURE I: HIV AND AIDS PLAN